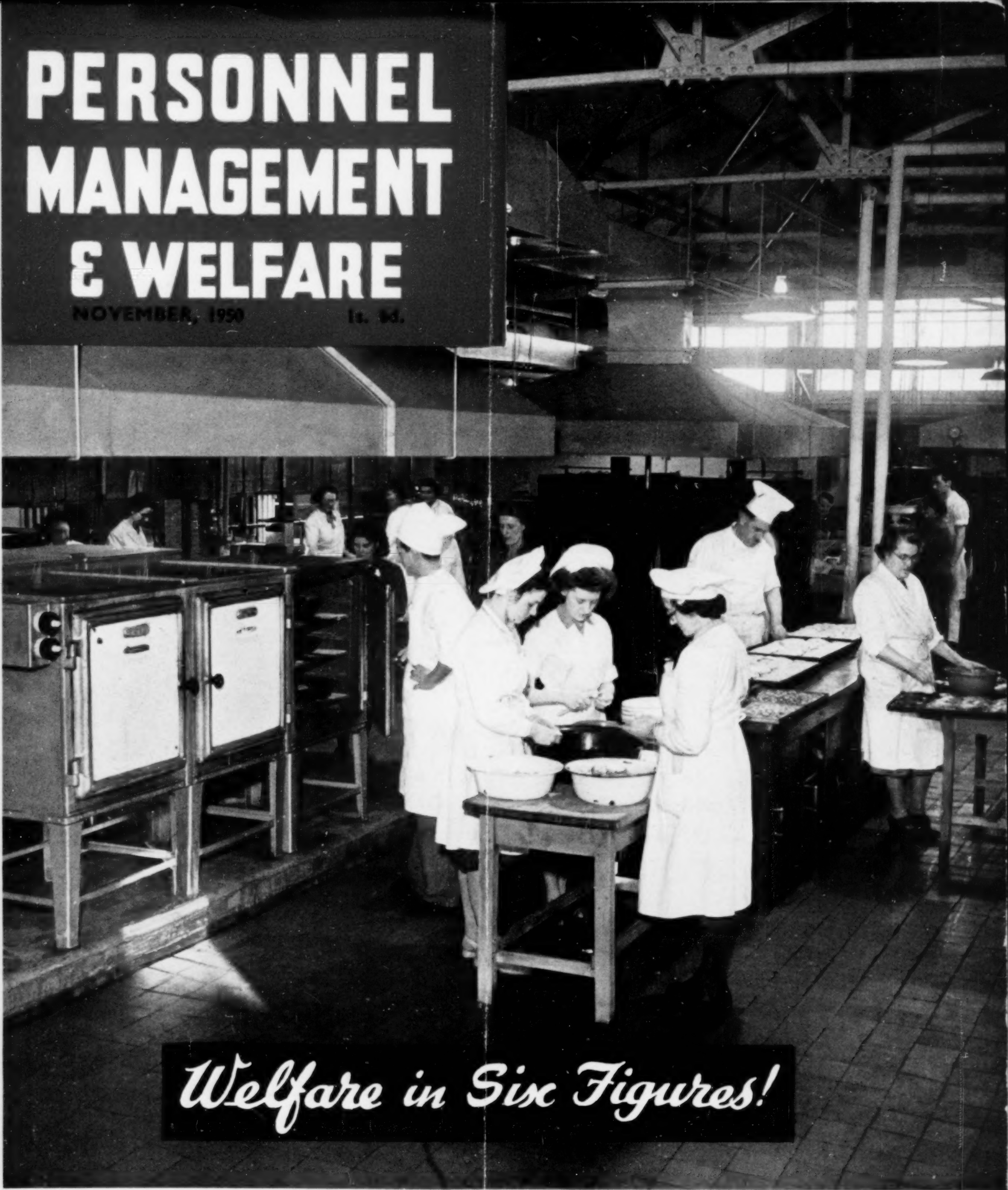
PERSONNEL MANAGEMENT & WELFARE

NOVEMBER, 1950 1s. 6d.



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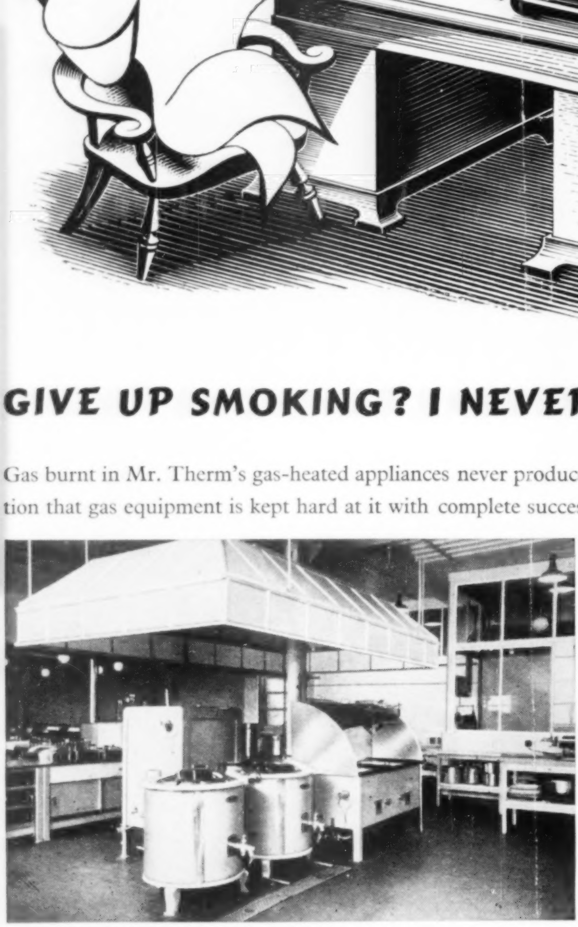

☛ Here is gas doing a real job, with scrupulous cleanliness, in the industrial canteen of Joshua Hoyle & Sons Ltd., Rochdale. The equipment comprises fish frying range, steaming oven, cooking range, two 20-gallon boiling pans, dish washing machine and the usual labour-saving devices. The kitchen serves about 250 two-course lunches in 10 minutes each day.

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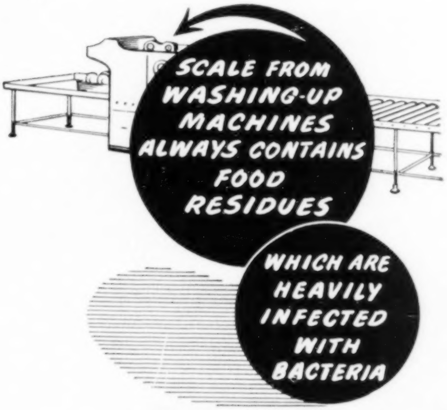
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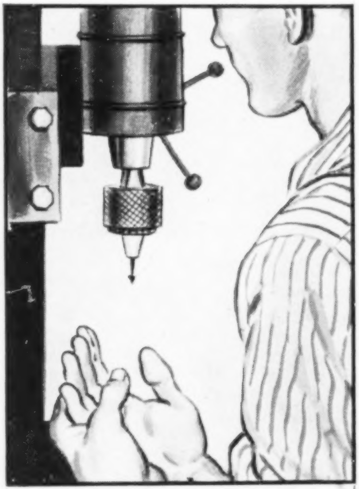
"It's nothing—*just a scratch!*"

—BUT, EFFICIENT FIRST AID IS A FACTORY "MUST"

WHAT'S a manufacturer's aim? High production and good quality, of course. But it's easier said than done when, as in any factory, there is a formidable daily average of tiresome little wounds that reduce efficiency—the cuts and scrapes and bruises that people don't like making a fuss about. ("It's nothing—just a scratch!") Yet no employer can allow a man to risk getting dirt and grease into a wound and starting a serious infection. And in many trades—food and medicine, for instance—no risk of infecting the materials handled may ever be taken.

But nobody can do a proper job of work with a clumsy "dolly" bandage on his finger. That's why so many factories today find Dalmas the complete answer to their *first* aid problems—because the men and women can wear Dalmas dressings and never notice them, because they're waterproof and washable, because they stretch to fit and they *won't come off!*



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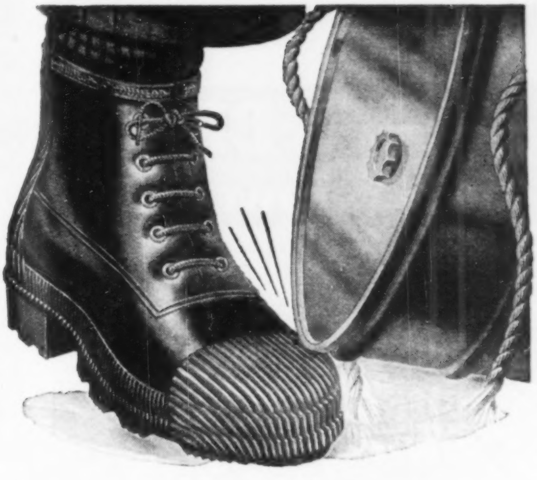
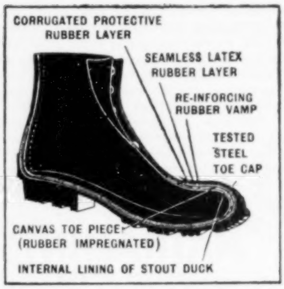


Accidents happen every day in every industry. Lucky is that workman guarded by the Dunlop Safety Boot, with its toe cap armoured with steel ! Not only does the Dunlop Safety boot protect from injury ; being completely waterproof it cuts down absence caused by wet feet.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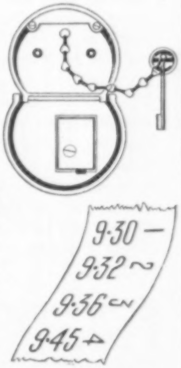
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9·32
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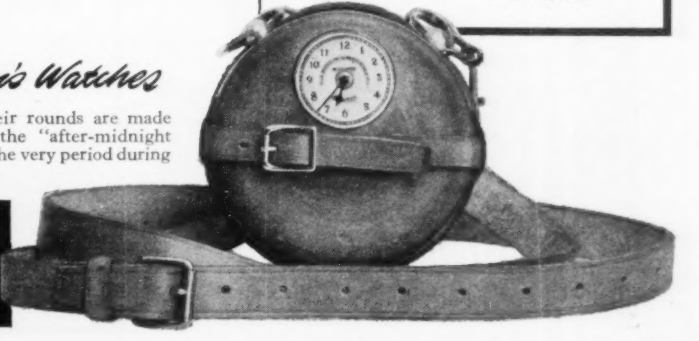

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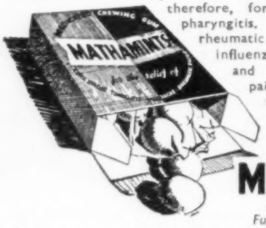

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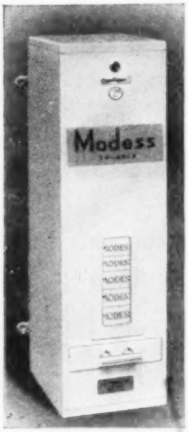

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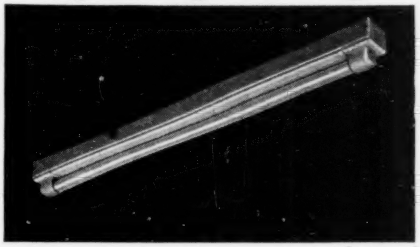

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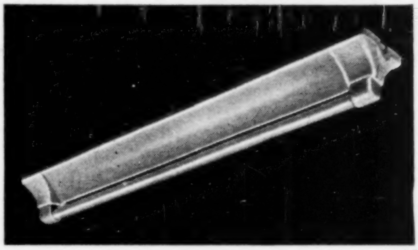

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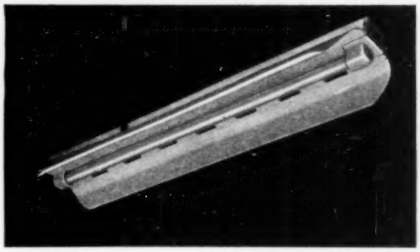

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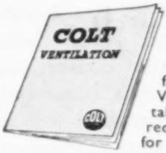

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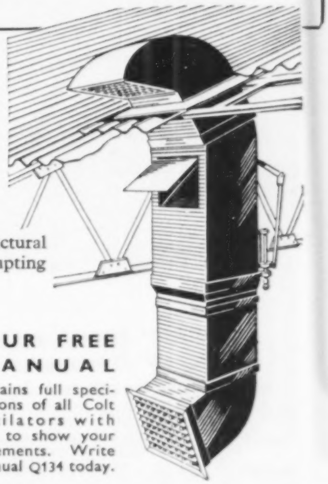

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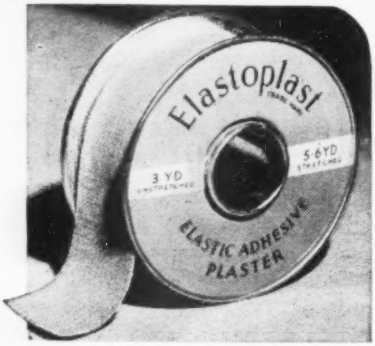

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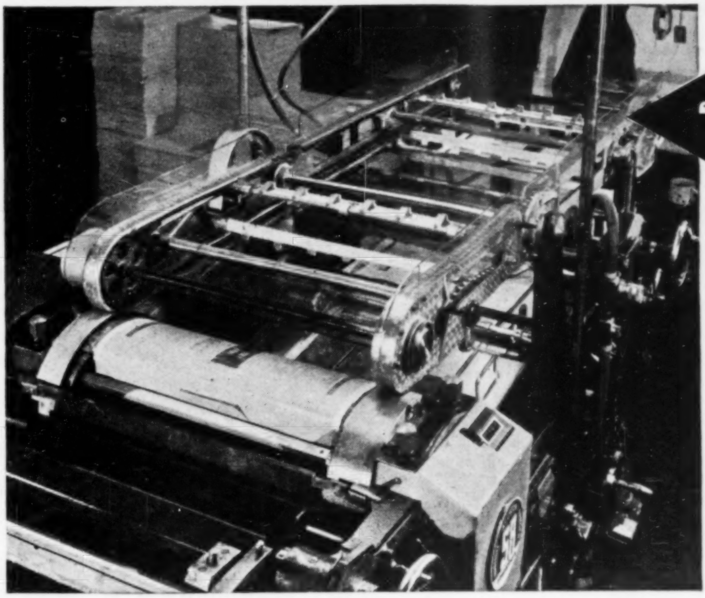

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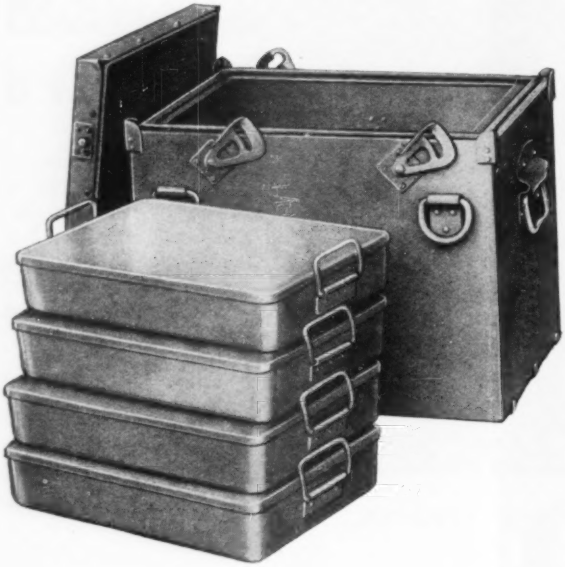

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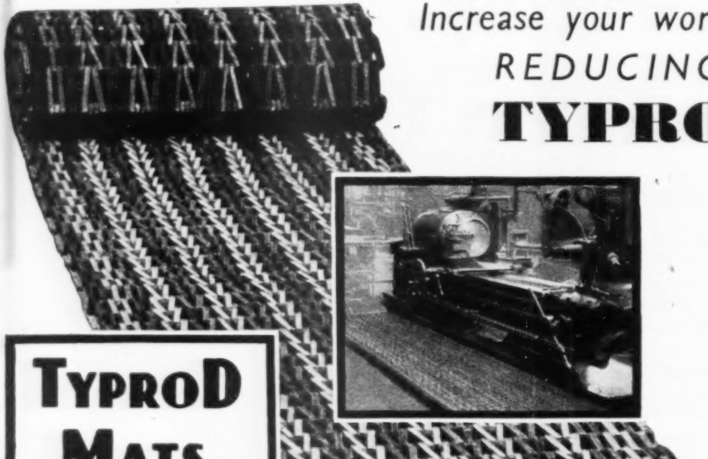

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PERSONNEL MANAGEMENT & WELFARE

INCORPORATING CIVIL DEFENCE JOURNAL
AND A.R.P. AND N.F.S. REVIEW

VOL. 17 No. 126 NOVEMBER, 1950

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Published monthly by Trade Chronicles Ltd., 180 Fleet Street, London, E.C.4 (CHA. 8844). Incorporating "Civil Defence Journal and ARP & NFS Review" and "Welfare," London. Subscription rates: 20s. per year, post free, U.K., abroad; 1s. 6d. per copy, 1s. 9d. post free in U.K. The Editor will consider articles, news items, photographs and details of new products. No responsibility is accepted for MSS., and stamped addressed envelope must be enclosed if return is desired.

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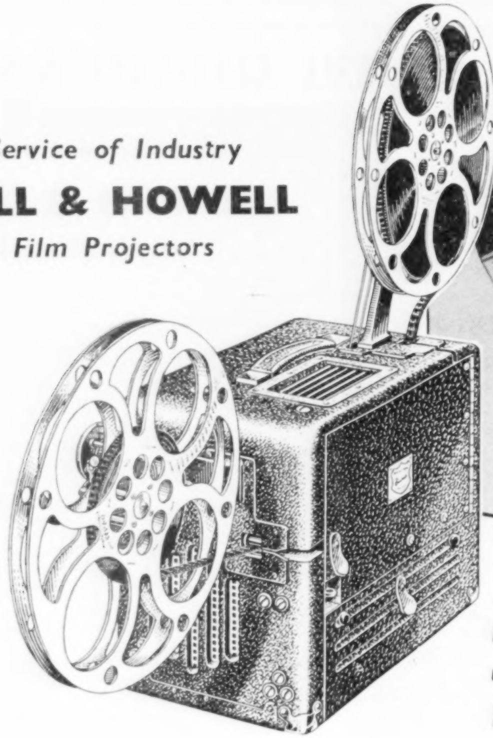

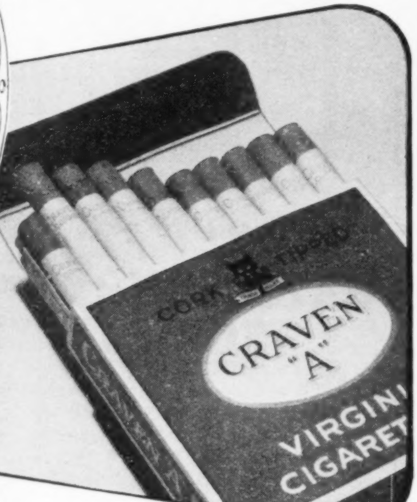

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"We purchased the equipment in March, 1949, and up to May, 1950, there were 374 showings of films embracing industrial safety, job training, supervisory training, industrial processes, etc. Apart from the renewal of a main projector lamp there has been no mechanical breakdown or replacement. **As an aid to training our G.B.-Bell & Howell Projector has proved a sound investment."**

In this series of advertisements we are happy to associate two world-famous products. Other famous users include Rolls-Royce, Hoover, Dunlop, I.C.I., English Electric, Mond Nickel, Shell-Mex, etc. We believe that a G.B.-Bell & Howell Projector could be of service to your Company, too—let us demonstrate its applications without obligation.

(Illustrated) The G.B.-Bell & Howell 16 mm. Sound Film Projector Model 601. Projects black-and-white reproduction of image and sound. No 'flutter'; interference eliminator; auto-lubricating; fast rewind; public address system. Lifetime service and guarantee. Other models available for rooms, halls, auditoriums, etc., of any size.

BY APPOINTMENT
Manufacturers of Cinema Equipment to H.M. THE KING

G.B.-Bell & Howell
16mm. FILM PROJECTORS
Distributed by G.B. EQUIPMENTS LTD.
A Company within the J. Arthur Rank Organisation.

To: G.B. EQUIPMENTS LTD., *Industrial Service Dept.*
Mortimer House, 37/41 Mortimer Street, London, W.1.

We are interested in G.B.-Bell & Howell 16 mm. Film Projectors:
Please send full details of all available models.
Please arrange a demonstration at this address.
Please send catalogue of G.B. Films and details of G.B. Industrial Film Distribution Service. *Delete lines not applicable.*

Co.'s Name ....
Executive ....
Address ....
....
.... 10/3

PERSONNEL MANAGEMENT AND WELFARE

INCREASED PRODUCTION THROUGH INDUSTRIAL EFFICIENCY

Welfare on the National Scale

By JOHN SANDERS

"Welfare in Six Figures"—or as near as makes no difference—presents a problem to those who run it. How can one avoid a bureaucratic set-up without any human feeling? John Sanders tells how a Ministry sets out to answer this question.

IF you employed 90,000 men and women in more than seventy establishments scattered all over England, Scotland, Wales and Northern Ireland; if, as a model employer—which I am sure you are—you were deeply concerned with their bodily and mental health while they were on your payroll, you would need a pretty considerable welfare organisation. If, too, the number of people employed at individual establishments varied from thirty to several thousands, and many of these people were working in locations miles from any sizable town, you would need not only size but flexibility and imagination in your welfare department.

Well, that is the nature of the job which the Labour Division of the Ministry of Supply does for the Ministry's 90,000 staff, from those employed in the big Royal Ordnance Factories (R.O.F.s to so many people during the war) to the tiny specialist research stations, with the headquarters buildings in London somewhere in between.

Care of the personnel is indeed highly organised in the Ministry, yet it is as human and understanding as in any small "family" type of private firm. Naturally there has to be a centralisation in the form of a chief welfare officer and staff at headquarters. But the organisation also possesses that flexibility which I have already suggested is essential to an industrial organisation (for the Ministry is chiefly that) which contains such a variety of self-contained units, often remote from the normal amenities enjoyed as a matter of course by the majority of us, and engaged on widely differing tasks.

Coed Bel hostel at Cheltenham is typical of the Ministry's "provincial" welfare planning

"Admin." Planning

First "breakdown" of centralisation in the Ministry's welfare set-up is the division of the four countries into three huge areas for administration. These are: London headquarters (where thousands are employed chiefly in administrative and clerical duties); Northern England, Scotland and Northern Ireland; Southern England and Wales. The organisation is again further decentralised according to the location of R.O.F.s and other establishments.

The Ministry employs welfare officers (mostly men, but some are women—a woman holds this position at the Harwell atomic research station) who are responsible for looking after personnel in certain well-defined districts within the three chief areas I have named above. It is not always possible, however, for an establishment to have its own officer for this purpose, either because the size of the unit makes it economically undesirable to have such a post, or the nature and surroundings of the establishment militate against it. Neither, for the same reasons, can what the Ministry's headquarters officers regard as "complete" welfare facilities be provided in all places. Many establishments therefore, have to share the services of a welfare officer and also the amenities which he supervises with neighbouring units, some of which may be similar in character and scope, others very different. All the R.O.F.s, however, are self-contained as regards welfare and, indeed, labour management too. There are twenty-one of these factories employing in all, 36,000 people.

There is a similar sharing of medical care and treatment. Every establishment, however small, has its own first-aid room or section and some of the smallest units, owing to the nature of the work being done there and the materials handled, call for the constant attendance of doctors who have specialised knowledge of certain types of injuries, diseases and ailments which may be caused or induced by the particular kind of work in which the employees are engaged.

As I have mentioned the medical side of the Ministry's welfare work, I may as well complete the picture of it now, for the sake of convenience. Right at the centre of things is the Chief Medical Officer. Again, his department is divided into regions, and in each region is a medical officer whose services are available to every factory and establishment. He is stationed at the "parent" unit of the group which he serves and the service is so organised that, in addition to regular visits to check up for minor injuries which have been given first-aid treatment, he can very quickly be on the spot if something graver demands his prompt attention and advice.

Of course, the medical officers are not merely concerned with the treatment of injuries; they also keep a careful eye on the general health of the workers, helped in so doing by the reports of the welfare officers and the State Registered Nurses who are also employed.

As well as medical care, the welfare services provided by the Ministry for its employees include the following: sick leave scheme; after-care and compensation; catering (*see Personnel Management and Welfare for May*); hostel accommodation; advice and assistance with personal problems; recreational activities; and apprenticeship and training schemes, which are so comprehensive and well organised that they merit an article of their own.

Safety Equipment

Protection of employees against the hazards inseparable from their work and the provision of protective clothing is another branch of Ministry of Supply welfare about which a lot could be written—if space and security's demand permitted. Many of the Ministry's industrial employees are exposed to dirt, discomfort and danger in varying degrees and while the safety precautions compulsory in factories engaged in engineering operations are, of course, faithfully observed, in some of the Ministry's establishments these are not enough; other precautions peculiar to the ultimate purpose of the establishment have to be instituted and become part of the daily routine.

In passing, it may not be generally known that one of the Ministry's duties is to reclaim spent shells from practice gunnery ranges. This is not necessarily dangerous work but it involves much tramping over desolate and marshy ground in all weathers, and the men engaged are therefore given warm clothing, gumboots and stout oilskins. As is rather better known, research into the applications of the results of nuclear fission—more simply "atomic energy research"—is one of the major responsibilities of the Ministry, which already conducts operations in four research stations and has two more under construction. Some of the hazards of this branch of research are known, others may be revealed as the work goes on. The fullest possible protection is given to workers engaged in these establishments, at whatever level of importance. Two chemical defence research establishments and two gas-turbine research units are also under the control of the Ministry. Here again, certain special precautions must be taken. Telecommunications and radar research may not be so hazardous, but they are carried on in buildings where the safety of the employees is equally carefully watched.

At every establishment whose size warrants it, a local welfare committee has been set up and is elected annually from the employees. Headquarters insists that a qualified accountant audits the committee's accounts every year but otherwise does not interfere with the committees and, indeed, has no official jurisdiction over them. These bodies are mainly concerned with the organisation and running of the recreational facilities but also deal with other matters impinging on the employees' welfare in the factory or whatever other building or unit is their workplace. The National Insurance scheme takes care of most of the financial worries of the employees while they are off sick or injured and those of widows who have just lost their husbands, but Benevolent Committees (this is their official title, not a phrase appreciative of the welfare committees) will make a grant to tide over the period before the Ministry of National Insurance pays out. Grants are also given to employees who have been ordered a rest to recover from the strain of some special task or a period of intensive work. Sickness grants are made in the form of lump sums. This method is preferred to weekly payments, which, it is thought, might encourage malingering.

Employees are also eligible to join, on a contributory basis, the Civil Service Sanatorium Society, which provides facilities for recuperation after illness or operation.

Family Welfare

After-care work is also carried out by the welfare officers and their staffs. This is very thoroughly done and whole families are looked after, frequent visits being paid to employees' homes to ensure that everything is going as well as possible for the man or woman who is recovering from illness or injury. Compensation cases, reviewed every three months, also are among the duties of welfare staff.

I have pointed out that some of the Ministry's establishments are situated far from built-up areas, in places where public means of transport are lacking or inadequate and where none of what are considered essentials of modern life are available. In such spots welfare work consists chiefly in furnishing some of those essentials, the most important of which is living accommodation. In a few instances houses have been found to fill the bill. Most of

"Highways"—a play staged in a M.O.S. hostel recreation hall

these are converted private houses, but there are a few buildings specially built for the purpose. In all there are eighteen hostels for industrial workers, fairly widely spread about the country, that at Glasgow being the most northerly.

While there is a resident warden in each, the residents also have their own committee which handles complaints and effects improvements in the running of the hostel where necessary. Nine hostels exist for the exclusive use of apprentices, but they are housed in four of the adult buildings as well. Hostel accommodation, food and amenities are virtually equal to those of a good second-class hotel—certainly as good as the best guest-house—but the charges made to the residents are considerably lower.

The welfare officer of the associated factory or other establishment, if it is conveniently near, supervises the social and recreational activities connected with both places. If the hostel is a little more remote from the place of work, it may have its own welfare officer, or welfare duties may be the responsibility of the warden.

Above: **M.O.S. apprentices in a country hostel**
Below: **typical bedroom in an apprentices' hostel**

Games and Physical Training

Both indoor and open-air games and amusements are naturally influenced in scope and character by the size of the establishment and its neighbourhood. It is convenient in some districts for a group of establishments to share a sports ground and pavilion and to engage in indoor recreation on the same basis. In other localities—especially where there is, for instance, a big R.O.F. which is not handily placed in relation to a town or public sports facilities—it may be necessary for football and cricket pitches, tennis courts, perhaps even a running track or a swimming pool to be constructed or laid out in the vicinity of the factory.

Grants for this purpose are provided by the Civil Service Sports Council. These grants are really loans, however, and have to be repaid by the sports clubs, with interest. If suitable and sufficient land for the sports ground adjoins the establishment or is otherwise owned by the Ministry, it is given entirely free for conversion into the required sports ground, but land is never bought by the Ministry for such use only, and fields used for sports may (rarely) have to be surrendered to the Ministry if needed for what are considered to be more essential purposes, such as the erection of an extension of a factory.

Once a sports ground has been laid out and equipped with the aid of a grant from the Civil Service Sports Council it must be thrown open to other Government Departments in the neighbourhood and arrangements made for its joint use by all Government employees who may wish to enjoy its facilities.

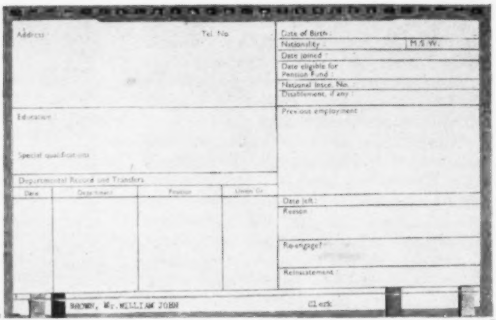
The use of buildings for indoor recreation is permitted on the same basis. A nominal rent only is charged, really to cover the cost of heating, lighting and cleaning. Where they embody suitable rooms, hostels accommodate indoor recreations and the many clubs—sporting, dramatic, musical, literary, debating, hobbies—which are organised and flourish according to local tastes and enthusiasms. Such events as dances, concerts and even film shows are also frequent and popular and officially encouraged, although not financially supported. Films of general interest are hired by the employees' clubs or committees; newsreels are supplied by the Ministry.

Special attention is given to juveniles and adolescents and one of the services provided for them is subsidised meals. Youngsters between the ages of 15 and 16 can get a canteen meal worth a shilling for nothing. If over 17 they pay 6d. for the same meal.

Office Welfare Proves Itself

By KATHLEEN BARNETT

Miss Barnett is Welfare Supervisor at the head office of a well-known film company



Address:
Tel. No.
Date of Birth:
Nationality:
M.S.W.
Date joined:
Date eligible for Pension Fund:
National Insce. No.:
Disablement, if any:
Education:
Special qualifications:
Previous employment:
Departmental Record and Transfers

Date	Department	Position	[illegible]

Date left:
Reason:
Re-engage?
Reinstatement:
BROWN, Mr. WILLIAM JOHN
Clerk

RED	**20 years' service**
BLUE	**Pension Scheme**
MAUVE	**Eligible for Pension next year**
ORANGE	**10 years' service**
YELLOW	**Under 21**
LIGHT BLUE	**Social Club**
GREEN	**Disabled Person**

Notes:—Yellow cards for Males, White cards for Females
Records for provincial offices have same signals, but are holed

Record Card and Signals as used

WELFARE for the office worker! So much is written and discussed about personnel and welfare work in the works and factory, but the office worker is often forgotten and neglected. Typists sit huddled over machines, with incorrect lighting and seating, in cramped space; cloakroom accommodation is poor; heating inadequate and no welfare facilities are available. In fact, some are working under conditions that would not be allowed by any Factory Inspector. Only a few days ago I heard of a well-known company with no hot water supply. Senior women have the privilege of boiling a kettle in the privacy of their offices, but the younger people have no such advantage, even in the coldest months. A "Staff Supervisor" engages staff, but she fits this in with her duties in the wages office and has no time, or authority, to act in any welfare capacity. Is it to be wondered at that she is usually in a state of depression at the number of vacancies to be filled?

My particular firm is more enlightened. We have a staff at the London head office of approximately 160 office workers. Some while back the revolutionary step was taken of employing a Personnel and Welfare Officer, and the benefits are now beginning to be felt throughout the company. The management appears to be satisfied with the experiment, admitting that staff friction has practically disappeared, and the employees show an appreciation of what is being done for them.

Records Up-to-Date

One outstanding advantage is that the staff records are now up-to-date and accurate. Old records have been gathered together in files and the record cards compiled therefrom. No longer does an executive wait impatiently for information concerning a member of the staff, which may, or may not, be accurate when it arrives.

The staff records are kept in a "Kardex" cabinet, so situated that whilst taking an enquiry over the telephone it is possible to pull out the appropriate tray, flick up the required card and give the speaker the information as he finishes his conversation. Departmental managers are glad to find that they no longer need keep individual records of their staff. All papers of ex-employees are carefully filed away and an enquiry concerning any one person can be answered quickly. The incident can no longer arise where a police sergeant has to call three times for information on a previous employee, be kept waiting on each occasion and in the end given incomplete details!

Information concerning the provincial branches is kept in the same way. Recently a difficult job regarding wage adjustments at the Eire Branch was made considerably easier because the H.O. records were reliable.

Another advantage is that staff engagement is conducted on better lines. Instead of an interview by a busy executive, or his secretary, someone is dealing with the matter who is trained in the work and doing her best to select the right person for the right job, and seeing the organisation as a whole, not just from the angle of one department. It is also known where promotion is justified.

Dismissals are carried out in the staff office, so that the employee is dealt with fairly and not "sacked" because a manager is feeling irritable, or has taken an unjust dislike to a person. It is found that managers are pleased to be relieved of this responsibility, anyway. Sometimes a weak spot has been discovered in a department because someone leaving will talk more freely to a neutral person.

A harassed manager, with absenteeism and the work piling up, finds it useful to have a central office whence he can request help. The staff office knows the absenteeism of the firm each day and where staff can be transposed from one department to another. It is necessary to cultivate a most tactful approach on this matter, by the way! In extreme cases temporary help can be arranged through an employment agency, and the constant contact one keeps with the agencies in London is invaluable on these occasions.

Our First-Aid Service

The first-aid service that has been instituted is appreciated by the whole firm. Anyone feeling ill reports to the staff office, where suitable treatment is given and on many occasions, after a short rest, a worker returns to the job, whereas, previously, a

(*Concluded on page* 234.)

Efficiency and Democracy

I.P.M. Conference at Harrogate

(*Right, above*) The Mayor of Harrogate, Miss Anne Shaw (president of I.P.M.) and the Lord Archbishop of York, who opened the conference; (*below, top*) Mr. J. H. Pirie, Miss Anne Shaw with the Mayor and Mayoress of Harrogate, receive their guests; (*bottom*) The Congress dances—a happy picture at the October Conference of the Institute of Personnel Management

NATIONAL conference of the Institute of Personnel Management was held at Harrogate last month, where the opening address was given by the Archbishop of York.

Mr. L. P. Scott, managing director of the Manchester Guardian, discussed "Co-operation in Industry," and stated that if industrialists wanted to substitute co-operation as a concept of industrial relations in place of the present compromise arrived at by bargaining between two sides, they would have to prove that this new-found belief was a genuine conversion. Management wanted efficiency which meant an established future for the firm, and service to customers. The men wanted security, with more money and shorter hours. These aims were opposed. No form of joint working could overcome this fundamental divergence. One of the biggest mistakes of the present day was the attempt to associate trade unions with management, for as soon as union leaders identified themselves with the interests of the consumer they ceased to represent the producer, and the men began to turn to other "unofficial" leaders.

The whole teaching of trade unions in this country militated against greater productivity. It was essential to destroy this traditional outlook and replace it by confidence in the fairness, honesty and decency of management.

On "Research Methods in Personnel Management," Miss P. Elton Mayo stated that fundamental research in the social sciences was best done by universities. It was unfair to expect industry to pay directly for such research in its early and unsatisfactory stages.

Mr. J. A. Birch, general secretary, Union of Shop, Distributive and Allied Workers, speaking on "Friends in the Trade Union Movement," referred to the difficulty of formulating a national wages policy. This lay chiefly in reconciling it with the maintenance of the voluntary machinery which had been created over a period of years,

(*Concluded on page* 228.)

Personnel Dept. and Line Executives

NOT many years ago the average U.S. personnel manager was little more than a glorified employment manager and record-keeper who occasionally sought to aid individual workers in their troubles with the boss and suggested health, safety and recreation programmes to management. Three major developments have changed all that; the creation of a mass of legislation affecting the relationship between employers and employees; the growth of strong trade unions; and the expansion of the individual company with its attendant increase in the complexity of the line supervisor's job. The personnel department has been expanded as the easiest way to meet the needs created by these developments, being given the hiring and placement of labour, induction courses, training programmes, job evaluation and wage and salary administration.

What has happened to the production supervisor while this was going on? In the first place he lost a lot of prestige when the hiring and introduction of new employees was centralised in the personnel department. About the same time, the worker started to get news about his wages and conditions of employment not from the boss, but from the shop steward, and he got messages direct from the president of the company, often before they reached his supervisor.

The Basic Fact Remains

But the old fundamental truth that good or bad employee relations depend upon the hour-to-hour contacts of the worker and his boss, and not upon a mythical expert, has become clear. The expert cannot substitute himself for the first-line supervisor in every corner of the plant, laboratory or office. Despite this vital qualification, there has never been a time when the personnel function was of more importance than it is today. The question is how can it best be carried out?

Obviously, when confronted with professional union negotiators the line executive needs expert advice and help. Management organisation also requires technical assistance on safety matters; aid in utilising new selection and placement techniques; help in modern training methods; advice on personnel policies and executive development; and assistance with the myriad problems which arise in dealing with employees and government controls. It is clear that the employee relations function cannot be centralised in a corner office however expert the occupant of that office may be.

Successful personnel departments work *through*, not around, the line management, because personnel functions are service functions and in themselves cannot sell a single automobile or manufacture of a single product.

The success of the labour relations expert rests on his ability to impress on representatives of line management that employee relations are their daily responsibility, that they are paid for handling *people* properly as well as materials and machines. Similarly too, the safety officer and training expert must do their job with the help of the line supervisors.

This concept of the proper functioning of the personnel department through the line of organisation, requires that the personnel manager must let the line supervisor have the credit in the eyes of the rank and file employees, and must never yield to the temptation to enhance his own prestige at the expense of the line supervisor. This concept also enables the personnel organisation to remain a comparatively small, closely knit group of specialists whose goal is more efficient production and sales through the creation of high employee morale.

(Condensed from *The Management Review*, September, 1950.)

Four-bedded room in the Templeton Convalescent Home at Ayr, opened in October. Templeton's welfare will be described in our next issue

How to Enjoy Retirement

A SERIES of lectures on "living in the later years" has been presented in the last two years to older workers at General Motors, Canada, by their medical officer, Dr. B. Robson, and was much appreciated by workers of 45 and over. A seven-point programme covers financial security, physical and mental health, living arrangements, recognition of personal worth, companionship, activity and religion. Dr. Robson maintains that the increasing group of people over 65 years of age can be a tremendous force for or against social improvement, and industry must grasp the opportunity to educate them in the productive years to plan for retirement.

He suggests that the close association of the industrial physician with employees and their problems makes him the natural focus for a study of maturity.

(Condensed from *Personnel*, July, 1950.)

Foremen Are Capitalists!

THE average foreman at Minnesota Mining and Manufacturing Co., St. Paul, U.S.A., is head of a business with a capital investment of 105,000 dollars. This figure is based on an average of fifteen workers per foreman, and a capital investment of 7,000 dollars per worker. "So," say the company, "why not train your foremen to be better business men? A foreman who knows how to run a business of his own will make a better job of his department."

The scheme is based on six conferences, each of two hours' duration. These cover general practical questions such as a survey of the different types of business—the one-man firm, the partnership, the corporation; how to run a business, the problem of raising capital and making a profit; discussion of current ideas on the place of men, management and machines, the customer, the investor and the employees. The final conference aims to tie up the whole picture that has been drawn in the first five sessions, and also outlines some of the company's future plans and how these principles apply.

The main aim of the programme is to reduce costs, but the plan is too new to assess this at present. The programme has been successful in other respects, however. The foremen's reaction is distinctly favourable, they are more conscious of the importance of their decisions and make them more wisely. They are more alert to the need for reducing seemingly small costs. Many of them have asked for material to continue their studies in their own time.

(Condensed from *Factory Management and Maintenance*, July, 1950.)

Workers Into Journalists

WORTHINGTON PUMP AND MACHINERY CORPORATION, U.S.A., offers a prize of 25 dollars to any employee who, in his spare time, writes an article on matters connected with the company's business. After approval by a special publications subcommittee, the articles are submitted to trade and technical publications, and if printed a second prize of 25 dollars is given to the writer.

The scheme has now been in operation for nearly twelve years, and some 347 articles have been submitted. The company has paid out 15,000 dollars in prizes to ninety employees, and considers the scheme well worth while.

One of the biggest difficulties was to persuade technical men that they could write. They were encouraged to produce the bare facts for the article, which were then "polished" by the company's own editorial people or trade press editors. Thus the writers have been encouraged to take a greater interest in their own jobs, and the company has gained a powerful instrument in building good public relations.

(Condensed from *Printers' Ink*, September 22, 1950.)

Hiring a Man —and his Wife

A MAN'S wife can make or mar his performance on the job, and evaluation of a man's home environment is as important as assessing his intelligence, experience and character when considering him as a prospective employee.

An informal visit to the applicant's home is the best way of determining the influence his domestic life is likely to have on his work. It is suggested that the company's representative should give members of the family a description of the job and invite their questions and comments. The main questions to be determined are: Who is the dominant person in the home? If the applicant is not the dominant member, then who is, and what is his or her attitude towards the applicant? What is the attitude of the members of the family towards the job? Dominance in the home by someone other than the applicant may not in itself be harmful—it may even be helpful if the applicant is not a particularly strong character.

There are a number of domestic relationships and situations which may cause trouble. Troubles commonly arise through a difficult type of wife; e.g. the constant critic, the spendthrift, the morally irresponsible, the enjoyer of ill-health, the complainer, the martyr, and the over-solicitous "mother" to name a few. The family's attitude to the job is also important. They may have objections on the grounds of the "social status" of the work involved, that the hours are inconvenient, that there is too much travelling involving time spent away from home, inadequate pay, or possibilities of transfer to another district. Their attitude will determine whether the applicant receives help and encouragement from his home, or whether it is going to be an influence working against his interest in the job so that he finally fails or determines to give it up.

(Condensed from *Sales Management*, September 15, 1950.)

REPORTED IN HOUSE ORGANS

The B and M News (Belliss and Morcom Ltd., Birmingham) reports that the company's Superannuation Fund, started in 1948, met with a 98 per cent favourable response from those eligible to join. Contributions from employees and the company for the first two years amounted to £43,600. In addition there is a Group Life Assurance Scheme to which members make no contribution but for which the company paid £5,700, and under which sums amounting to £2,700 have been paid out in benefit. The magazine also includes a useful article explaining the Industrial Injuries Insurance Scheme, and how benefit may be claimed.

North British News (North British Locomotive Co., Glasgow) reports that eight of their boys, by their good citizenship and good workmanship, enjoyed a holiday in France this Summer. More North British boys have had an opportunity of attending the Moray Sea School at Burghead, which by discussion groups and carefully graded physical and mental tests, helps to develop resourcefulness, initiative and tenacity, and builds "good citizens."

National Post (National Cash Register Co. Ltd., London) carries some good advice by the managing director to future managers on how to develop the characteristics essential to the privileges and responsibilities of the man who occupies the managerial chair. It also reports on an investigation undertaken to determine whether young people can afford to marry and run a home on £10 a week, and quotes budgets supplied by some of the company's own employees.

Newsletter (Bristol Waterworks Co.) illustrates their mobile canteen which services men working on the company's various sites.

News Reel (J. and P. Coats Ltd., and associated companies) records the visit of fifty members of the Norwegian Embroiderers' Union to the company's mills at Paisley. The visitors presented the company with a beautiful embroidered Norwegian folk costume, which has been placed on show in the mill. It also reports that ninety-two members exhibited 158 items at the annual show held by their Art Society at Eagley, which was enjoyed by over 1,700 visitors.

Recorder (Remington Rand Ltd.) records that their typewriter plant started at Hillington, near Glasgow, in November, 1947, has reached an output of 1,300 standard portable typewriters per week, in less than two years, and employs over four hundred workers. The journal also carries an interesting article on the French Remington Organisation, which was formed in Paris over sixty years ago.

Staveley News (The Staveley Co., near Chesterfield) reports on the production and social activities of the company and its subsidiaries. This is a new house organ and successfully deals with articles ranging from oil to outings, joint consultation to darts and laying pipelines to "works wonders."

Thorncliffe News (Newton Chambers and Co. Ltd., Thorncliffe, Sheffield) reports that progress is being made with a scheme for the provision of a completely up-to-date installation of foundry baths capable of dealing with four hundred "customers." An article by the chief accountant on "Pay As You Earn" includes a specimen copy of a pay card with a descriptive key which explains the numerous items showing how the gross wage is made up, what the deductions represent, and how the net wage is arrived at.

Vauxhall Mirror (Vauxhall Motors Ltd., Luton) reports that the Recreation Club Committee has decided to give a wage increase to canteen staff comparable to the 5 to 7½ per cent increase which other Vauxhall employees recently enjoyed. A questionnaire sent out with pay packets brought nearly 500 requests for enrolment in classes being run by the company's Education Department. Most popular were vocational subjects, but among leisure-time interests were demands for home decorating, plumbing, woodwork, speech training, logic and English.

Textile Works Nursery Aids Recruitment

By G. NORTH
WELFARE SUPERVISOR
SHILOH MILLS LTD.

LIKE so many mills in the Lancashire cotton district, Shiloh Mills, Royton, was started as a co-operative enterprise by local people. It still stands today, some seventy-five years later, as a monument to initiative and hard work, loyalty and understanding between employers and employed. At a meeting held in February, 1874, plans were made for the formation of a company with capital of £30,000 in £5 shares. There was little investment on the national scale that we know today; few such concerns were quoted on the stock exchange, but they were rated shrewdly enough in the locality, and mill operatives, managers and tradespeople invested their savings in the mills. Today all the Shiloh executives started as boys in the industry; many of them (in common with many operatives) bear the names of families which have served the mills for several generations. No. 1 mill was built in 1874, followed by No. 1a in 1888, and No. 2 in 1899: the most modern addition was the "Elk" mill built in 1926, probably the last mule spinning mill in this country to be financed by loans in the old way. From a modest equipment of 26,460 spindles at the commencement, the mills will contain, after reorganising, 205,000 spindles, while the number of employees has increased from less than 100 to approximately 600. The company has not been without its vicissitudes. Considerable losses were sustained by both fire and floods, but due largely to the dynamic influence of the late chairman, Mr. T. E. Garside, J.P., it has survived them all, including the successive slumps which, beginning in 1921, spread disaster throughout the length and breadth of Lancashire.

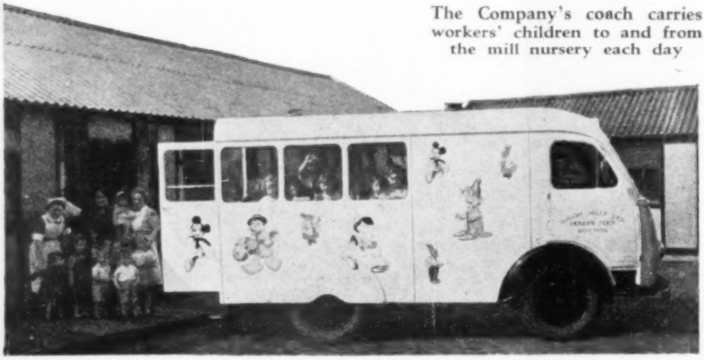
Shiloh today is an impressive example of the new spirit in industry; a desire to see contentment and happiness amongst employees.

Workrooms are clean, light and attractively painted. Seats are provided so that operatives can rest whenever the work process permits. Both "Elk" and Shiloh No. 1 Mills are fitted with well-equipped cloakrooms, including shower baths, which in an area where many small houses have no bathrooms, is an amenity much appreciated and well used. Each employee has her own locker and key.

An air conditioning plant is already installed in "Elk" Mill, which not only extracts the dust and fluff, but adjusts the temperature and humidity.

At No. 2 Shiloh Mill a scheme of major re-equipment is proceeding. The scheme includes the provision of much new machinery, including air conditioning plant, a canteen and welfare block.

The works surgeries are open for normal treatment for an hour in the mornings and an hour in the afternoons, but an accident, however slight, must be reported at once to the workroom supervisor, who informs Matron. Accidents are few, however, and rarely serious. A Doctor is in attendance one day a week for routine examinations and special consultations, and sun-ray and infra-red treatment are given when advised. The services of a chiropodist are also provided and do much to lessen fatigue and increase the comfort of operatives whose work necessarily involves a good deal of standing.



The Company's coach carries workers' children to and from the mill nursery each day

Our Nursery Service

More than 50 per cent of the employees are women, many of them married, and in order to encourage those with families to continue working, the company built in 1941 a nursery on the site to take care of the children. This at present houses about sixty children, ranging from 6 months to 5 years, who receive expert care and attention from the Matron and her staff throughout the day. Two gaily-decorated "nursery vans" go out each morning, sometimes as early as 6.30 a.m., to collect the children and bring them to the nursery, and take them home again between 5 and 6 p.m. In the nursery the children are divided into age groups and their daily routine is planned accordingly, with periods for rest or play or a walk round the park. The nursery kitchen caters for breakfasts and teas, but the main midday meal is provided by the canteen chef. Two people are kept fully employed all day in the laundry (part of the nursery block) providing piles of clean bed-clothes, linen, etc., which are necessary in caring for so many small children. Specially built and equipped for its purpose, the nursery has miniature wash basins and toilets so that the children can be properly trained in personal hygiene. A covered veranda enables them to play outside even when the weather is wet, while there is a garden where they can romp if it is fine. Each mother pays 5s. per week for this service, but as the estimated weekly cost of keeping a child in the nursery last year was about 29s., the difference of about

Traditionally a backward industry so far as welfare is concerned, some textile firms have set themselves to provide the best possible conditions. Here is an example of what can be done.

(Left) **The operatives have a fine canteen where they can get good meals at less than cost price**

(Right) **Lunch time in the toddlers' section of the nursery. There is usually a waiting list for places**

24s. per child is met by the company.

A good meal can be obtained at the canteen for 1s. 4d., and includes soup, meat and vegetables, sweet and tea or coffee. Trollies are taken round the workrooms during rest breaks and serve sandwiches, cakes and tea. All food is freshly prepared and cooked in the spacious canteen kitchen, and about 260 people are served with their midday meal within ten minutes.

Educational and Social Services

Every encouragement is given to employees to take up educational activities. Trainees in cardroom processes are coached by a special instructor. In other departments training is done by operatives on production. Technical classes covering all mill processes are taken at the Royton Cotton Mills Institute. Local institutes also provide classes in leisure time pursuits such as dressmaking, cooking, drama, languages and every endeavour is made to get employees interested in these.

Considerable time and effort is devoted to the creation of the social side of life in the mill. For a subscription of 2d. a week any employee can belong to the company's sports club, which offers facilities for cricket and football, tennis, bowls and netball, while in winter there is provision for table-tennis, darts and so forth. Whist drives and dances are held regularly, and coach trips are arranged to the seaside or country throughout the summer months. Theatre parties are also booked up and coaches take members from the mill to the theatre and back to their homes after the show, so that the evening's entertainment can be enjoyed with the maximum comfort. For the whole of Christmas week, special entertainments are provided—there are parties for employees' children, lunch-time concerts in the canteen, and a pantomime performed and produced by the employees themselves with considerable success. This year it is proposed that the pantomime should include a *corps de ballet* of workers' children. In this way employees come to look upon the mill not only as a place where they earn a living, but a place where their friends are and a place around which centre many of the pleasures they enjoy outside working hours.

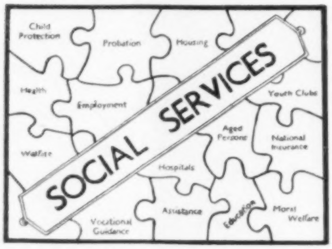
The Works Council—Company Forum

The Works Council, formed in 1941, provides a valuable medium for the exchange of views, ventilation of grievances and for the discussion of constructive suggestions between workpeople and management. It consists of twelve members appointed by management and seventeen freely elected by employees. All employees are kept informed of the work and decisions of the Council through the pages of the *Shiloh News Sheet*.

All this, a five-day week and a piecework rate which ensures fair shares and a substantial wage packet have not solved the ever-present labour shortage which has hit Shiloh and all other spinning mills. The employment of foreign workers has helped to ease the situation to some extent. Most of these have settled down successfully; some are married and buying their own homes, and their children, far from the plains of Poland and the mountains of Italy which knew their forbears, are being brought up in the mill nursery with the sturdy young representatives of the East Lancashire valleys. Efforts are now being made to extend the international character of Shiloh still further by the recruitment of girls from Ireland. Comfortable hostel accommodation is available for them, or they will be billeted with private families, while no effort will be spared by the management to ensure that they are happy and well cared for both at work and at play, in common with all Shiloh employees today.

The Dover "Jig-Saw" Group

By ALFRED H. HAYNES



"Welfare is Indivisible" according to many authorities, and Mr. Haynes, Honorary Secretary of the Dover Social Welfare "Group," shows how he and his colleagues are translating a slogan into action, first by co-ordinating their own fields of interest and then by calling in the industrial Welfare Officers of the District.

THE welfare services represented by statutory and voluntary agencies are not intended for a privileged class of persons, nor are they solely designed for the "submerged tenth"—the services catering for maternity and child welfare, health, probation, education, vocational guidance, to mention but a few, are available for the community as a whole—for the employed as well as the non-employed—and, at one stage or another in life, every person within the national "family circle" will have need to seek advice or assistance from one or other of the social services.

The officers engaged in those services will be the first to admit their limitations, not merely in their spheres of action, but also in the extent of their knowledge. They will agree that it is now clearly impossible for any one of them to possess an intimate knowledge of *all* the services, for whereas, forty years ago, the Relieving Officer was "all things to all men," the social worker of today must carry out his tasks in the knowledge that legislation has defined the boundaries within which he must work.

If, therefore, those who administer the social services are *themselves* lacking in knowledge of the functions of their fellow officers, then it can hardly be wondered why those who are not so professionally engaged should be utterly confused.

Necessary Liaison

And yet, when all is said and done, Personnel Officers and Industrial Welfare Officers for the sake of the employees within their concerns, *must* know something about social welfare—their need in these days is for some simple form of sign-posting which will enable them to advise the workers in their factories as to:

(a) What services the State or the local authority provides, and

(b) The methods by which those services can be brought into operation without undue delay.

Personnel and Welfare Officers in industry are only too well aware of the difficulties encountered in their attempts to unearth which particular service (if any) can cater for Bill Brown's special problem; and the frustrations of Bill Brown himself, as he is passed from one agency to another, are only too well known. Until such time as the British social services are based on a Central Co-ordinating Register (as is the case in Australia) any attempt to clear a path through the maze must rest on local initiative.

The emphasis is on the word "local," for it is with the *local* services that industrial officers are most vitally concerned. If Bill Brown's wife is ill, can anything be done to see that she is looked after without Bill himself having to stop away from work? Is it necessary for Bill to mortgage a part of his next week's wages to supplement his inadequate sickness benefit? These are problems which only the *local* social services can solve.

The purpose of this article, however, is not merely to state a problem. That is not merely recognised by social workers, but in certain parts of the country it is being tackled. Whilst their primary object may be to make themselves more efficient by extending their own knowledge of the related services, the local organisations which they are establishing may well prove to be the directional signs for which their co-workers in industry are looking. The experiment carried out by the social workers in Dover in their "Jig-saw" Group has been widely publicised in social service journals, and its influence has been such that similar groups have been, and are being, established in other towns. What is their purpose and function?

It should first of all be stated that the Dover Group sprang from a spontaneous desire amongst certain social workers to get to know one another more intimately—it is unsponsored by any of the employing authorities, and it is in no way concerned with professional matters such as conditions of service, salaries, etc.

Our Basic Plan

The group, which was formed in February, 1949, has now a membership of sixty-five professional social workers drawn from all spheres, and its threefold aims are:

1. **To encourage a spirit of co-operation amongst the officers of the social services.**
2. **To provide the opportunity for the various officers to meet together, with a view to their better acquaintance, and in order to share information.**
3. **To discuss new legislation in all fields of welfare work.**

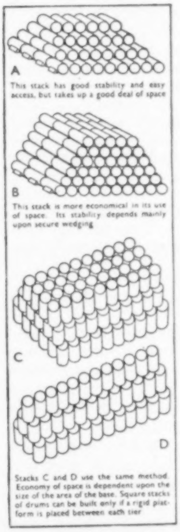
The group has chosen the pleasant and informal atmosphere of a club lounge in which to hold its monthly meetings, and the various speakers have dealt with such subjects as National Insurance, Vocational Guidance, Local Health Authorities, Psychiatric Work, etc. etc. The value of a question-and-answer period has been fully proved, and guests, including representatives from local industries, are always welcome.

As a further method of education, the group organises visits to establishments catering for social needs, and these visits have provided the opportunity for members and their guests to see for themselves the conditions in mental hospitals, aged folks' homes, children's reception units, etc.

It was, perhaps, in the preparation and issue of a brochure relating to the local public and social services that the group made its greatest contribution to those "outside," and the research necessary in obtaining the material for this fifty-page document was a form of education in itself. The hundred or so copies that were prepared soon found their way into the possession of industrial concerns, medical practitioners, etc., and were warmly welcomed as a useful contribution to the welfare arrangements of the town generally. If it assisted in "clearing the fog," as the manager of a local small industry put it, then its preparation was fully worth while.

We Have Achieved Results

The value of any experiment can only be judged in the light of the results obtained. In the field of social welfare the experiment being tried out by the Dover social workers may be, as yet, in its early stages, but the primary result so far obtained in securing a spirit of friendly and happy co-operation between the various services leads the "Jig-saw" Group to believe that its secondary results may be even more far-reaching in importance. It would seem that the group will be able to act as a clearing house for social problems, and whilst this must, necessarily, be unofficial in its concept, local industry will welcome the directional signs which can be offered.

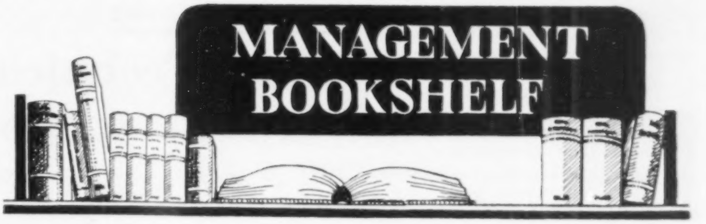


This stack has good stability and easy access, but takes up a good deal of space

This stack is more economical in its use of space. Its stability depends mainly upon secure wedging

Stacks C and D use the same method. Economy of space is dependent upon the size of the area of the base. Square stacks of drums can be built only if a rigid platform is placed between each tier

Illustration showing safe methods for stacking drums or barrels from "The Stacking of Materials" prepared by the Industrial Safety Officers' Section and published by Ro.S.P.A. at 3s. 6d. net



MANAGEMENT BOOKSHELF

NATIONALISED LABOUR

SOME union leaders appear to lack interest in achieving more democracy in industry. Workers, too, often fail to appreciate why joint committees have been formed or how to use them. These personal attitudes have hindered attempts to make joint consultation thoroughly effective in nationalised industry say a group of Fabian investigators.

These are among the preliminary findings of a Fabian research group who have been backed by several unions—including the Transport and General Workers, the A.E.U. and the Post Office Workers—in studying the problem of labour in the publicly-owned industries.

Firmer and more detailed conclusions are to be published when their present forty-page survey* has been discussed by trade unionists whose comments and suggestions have been invited by G. D. H. Cole in his preface to the booklet.

Blame for failure to extend the meaning of industrial democracy in practice cannot be laid entirely, or even mainly, at the door of the workers or their leaders.

"Even more important," declares the group, "is the alarming extent to which the management of nationalised industry is in the hands of people who do not understand workers, who have no time for unions, who do not know how to consult, and who may equate discontent, demand for wage increases and strikes with sabotage."

The large-scale replacement of such managers by trade union officials is, however, rejected as neither satisfactory nor practicable. The unions cannot afford to lose all their leaders, nor have all those leaders the technical training and type of experience which managerial posts require.

This difficulty, the group suggest, can be met through the promotion of more democratic methods of training and recruitment for responsible positions. Unions themselves must press for schemes which ensure that there are key men in key positions "who are democratically-minded, who will lead rather than drive and make full use of the procedures of collective bargaining and consultation."

This, however, cannot be quickly achieved. Meanwhile, much can be done immediately to interest managers and workers in methods of consultation. Perhaps such projects as joint area conferences and joint discussion courses for representatives of management and workers are one solution. Another may be more residential discussion courses, such as British Electricity have run for their power station superintendents on the organisation of the industry with special reference to labour matters.

In this more immediate development as in the long-term projects, the trade unions themselves have an important role. Not only must they consider, say the group, the recruitment and training of their full time staffs but they must equip their members to deal with the wide range of problems which crop up in consultation.

Other difficulties arise from the organisation of some of the nationalised industries.

More de-centralisation would benefit them all, maintain the group. And if the various Boards move in this direction, the trade unions in turn, must strengthen co-ordination between their district, regional and national machinery.

As a conclusion, the group state "the suggestions which have been made in this report will not satisfy those both within and outside nationalised industry who believe that industrial democracy must ultimately go beyond consultation into some form of workers' control or joint control."

* *"Labour in Nationalised Industry" Interim Report of a Fabian Research Group (Fabian Society, 2s.).*

"ARE WORKERS HUMAN?"

A BOOK must be very "readable" to make up for the shortcomings of a title such as "Are Workers Human?" but the author, by achieving a down-to-earth approach to his subject, has given us a book* which is both readable and challenging. He sets out to show that the differences which so frequently develop between managements and workers are usually due to the failure of management to realise that:

(a) employees are subject to the same emotions at work as they are at home;

(b) these emotions cause them to look for the same satisfaction on the job as they find elsewhere;

(c) one of the emotional satisfactions which all human beings try to obtain is that derived from belonging to a small group and having an established status among the members of the group;

(d) individual employees are more influenced by the "code" of their group than by the requirements of management;

(e) management can only secure the full co-operation of individuals by understanding, respecting and satisfying group needs.

Dealing With "Groups"

The author does not claim to have found the complete answer to the need for improved human relationships and has tended to limit himself to explaining group behaviour and needs. He has, however, given many examples of industrial experience to show that, in contrast to the difficulties experienced by firms who tend to ignore the existence of groups, those firms who have taken the "unofficial" groups into account have obtained appreciable benefits.

There does not seem to be a short cut to sound human relations; success depends more on the attitude of management towards the people in their employ than it does on methods. This the author recognises, and suggests no more than that, managements should investigate group habits as carefully and as objectively as would a scientist.

Much will be written, said and experienced before the majority of executives will recognise and accept the inevitability of catering for emotional needs in industry. There are those who recognise, but resent and ignore, human emotions; those who try to stifle them and those who try to exploit them. Here is an author who reminds us once again that emotion is a force which cannot be ignored or denied; that, on the contrary, it is the responsibility of management to satisfy the fundamental emotional needs of their employees.

The idea is revolutionary and its general acceptance is unlikely unless, and until, executives turn sociologists. Meanwhile the idea that people are as important as profits, and always tend to make profits when their importance is suitably recognised, is worth thinking about. "Are Workers Human?" is a help to anyone who wants to develop a better understanding of men and women at work. **F.E.O.**

*(*By Gordon Rattray Taylor, Falcon Press,* 1950. 10*s.* 6*d.*).

[Now turn to p. 223]

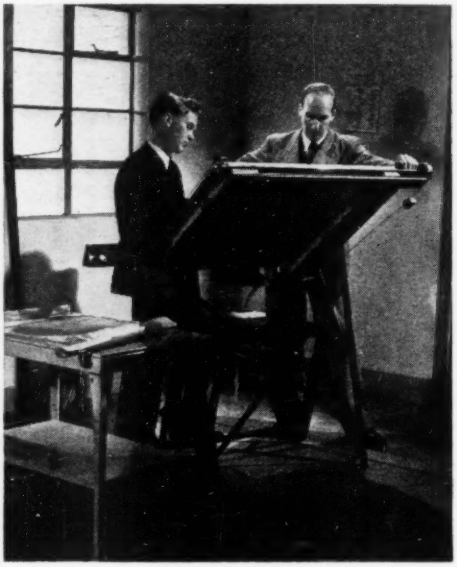
Works Film Service

More Technical Terms

By R. N. PATERSON, M.I.M.A.

In a previous article I started a short glossary of words and expressions used in the film industry and this month I am going to add to this glossary some phrases that are used in the production of films.

The Welfare Officer who is going to make his own films will, naturally, come into contact with professional industrial film makers and it is essential, therefore, that he understands something of the technical expressions that they will use.



Still from "Job for Johnny" feature in INGOT PICTORIAL No. 5, issued by Richard Thomas and Baldwins Ltd. for showing to workers in South Wales.

"SCRIPT" is a short but very important word in the world of film production. Without a script it is virtually impossible to make a good film—in fact it is as impossible to make a film without one as it is to build a house without an architect's plan.

The script of a film is the theme of the story detailed scene by scene, shot by shot, and gives full instructions to the director and cameraman. It is the blueprint on which all production work is based, and the writer of the script very skilfully puts into words what will ultimately become an image on the screen. Before a script is written a "treatment" is prepared and this is, quite simply, a short description of the theme, outlining the object of the film and how it is proposed to present the theme in the form of a film.

When writing a film script certain abbreviations are used when indicating special instructions to the cameraman. Those most frequently used are as follows:

CU—This indicates that a "close-up" is required—that is, a full close view of a single object, or face.

SCU—This means that a semi-close-up is needed, that is a camera shot which gives a detailed view but not necessarily very close-up. For example, in a film showing a safety device in action a semi-close-up would show the device and the machine to which it was attached. A close-up would show the device itself, giving a full picture of its working parts.

LS—Long shot. This is the most common shot—being a general view of the whole scene.

MLS—Medium long shot. This is a shot of the general scene showing a little more detail.

Medium Shot. This indicates that a scene is to be shot closer than a medium long shot so as to indicate certain specific features.

Film scripts also use such words as "fade-in," "fade-out," "cut" and "dissolve"; terms which refer to the manner in which each scene is to end and the next scene started.

"Cut"—This is the easiest and most-used method of finishing one scene and starting the next. Here

each scene follows the one preceding it in much the same way as one written sentence follows another.

"Fade-Out" and *"Fade-In"*—This method of going on from one scene to another is used to indicate a lapse of time or change from one locale to another. By closing the aperture of the camera at a steady rate the picture fades out very gradually and the next is "faded-in" by the same process in reverse.

"Dissolve"—By using a dissolve, one scene is made to merge into the next by overlapping.

Film Sizes

Several readers have asked for information regarding the various film sizes now in popular use and here are some details about each of these types of film stock.

35 mm.—This is the film used in public cinemas and is of little use for shows in works or factories. The projectors needed for showing 35 mm. films are large pieces of very complicated machinery needing fully-trained electrical technicians for their operation. Normal commercial film is printed on inflammable film stock and its exhibition is governed by Home Office regulations.

16 mm.—This is the most popular, and most widely used, of the so-called sub-standard film sizes. Most producers of industrial and educational films make their films in this size, and there is, therefore, a wide choice of films available. Films in this size can be used as silent, or sound films, and may be taken in colour or in black and white.

It is worth noting that there is a difference in the speed with which a 16 mm. silent film runs through the projector compared with that of the sound film. In its silent form a 16 mm. film runs at a speed of 16 frames each second, whereas the sound film runs at 24 frames. This is an important point when timing programmes.

One other important point in favour of using 16 mm. film for industrial purposes is that there is now available a wide range of projectors, cameras and ancillary equipment at very reasonable prices.

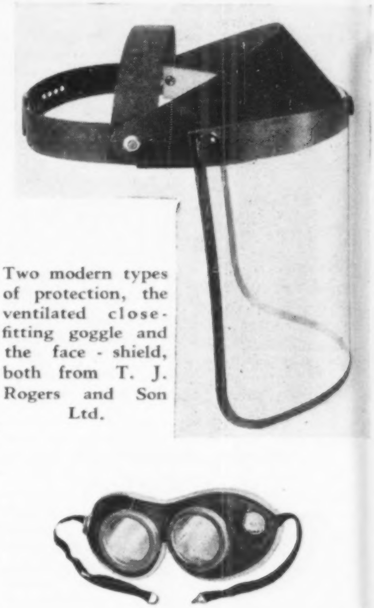
9.5 mm.—Once the popular size for "home movies" and still much in demand, the 9.5 mm. film is not nearly as popular as the 16 mm. film. Sound can be used.

8 mm.—A size that is still very popular with amateur film makers, but has the disadvantage of not being wide enough to take a sound-track.

Eye Injuries & Production

By A. E. HOPKINS

Apart from the distress and pain caused by an eye injury, there is always the production time loss to be considered whilst the sufferer receives First Aid and subsequent treatment. Taken over the whole field of industry, the number of eye accidents must have a considerable bearing on production and it behoves all employers of labour to see that every effort is made to minimise the risks in this direction.



Two modern types of protection, the ventilated close-fitting goggle and the face-shield, both from T. J. Rogers and Son Ltd.

A PARTICLE of swarf hitting the naked eye can cause an amount of pain out of all proportion to the nature of the accident, and for a time, according to the severity of the incident, the operative is out of action completely. The swarf dust from aluminium, copper and certain alloys present a risk of sepsis in the eye, and this needs skilful attention which usually means a visit to an eye hospital. This causes considerable waste of time and can dislocate a line of production for varying periods.

There are certain contributory factors which increase the danger to eyes such as heat and nature of the foreign body and perhaps casual first-aid.

It is noticeable that many more workers today wear spectacles than used to be the case, and there is no doubt that this fact alone has reduced the number of minor accidents considerably, but this leads one to consider the desirability of all employees having an eye test at their place of work. With the installation of a sight-testing machine in the factory surgery, it is possible to find out certain defects that may lead to accident risk, but of course it is not suggested that a professional examination for eye disease should become the responsibility of an employer.

In factories where such equipment is installed it has been proved that the accident curve goes down, and because of the improvement of vision due to its correction by suitable spectacles, the quality of workmanship improves, with consequent improvement in the quality of the finished product and reduction in loss due to scrapped material.

A great decrease in minor eye injuries, such as bruising, abrasions and small lacerations, is recorded, where vision testing is carried out, and another vital result of such testing is improvement in the general health of the worker and a distinct decrease in the fatigue factor.

By use of the information gained at the preliminary testing it is possible to match "eyes to jobs," another means whereby production can often be improved and maintained at a high level, and the comfort of the worker is ensured.

Light and colour can provide great aids to vision, and it is noticeable that greater use is being made of these helpful factors in many factories today, but there are a few points to be observed and considered when introducing modern aids for production and workers' health.

With regard to light, flickering

(Concluded on page 237.)

Analysis of Earnings and Hours

FIGURES for average weekly earnings at April, 1950 (*Ministry of Labour Gazette, September*) show an increase over the rates for the previous six months of 3s. 2d. per week for men, 1s. 4d. for boys, 1s. 9d. for women, and 2d. for girls, giving an average increase for all workers of 2s. 4d. The table opposite (1) shows increases in average weekly earnings since October, 1938, and corresponding percentage increases. These represent the combined effect of a number of factors including (a) increases in rates of wages, (b) increases or decreases in number of hours worked and in proportion of hours paid for at overtime, week-end, and night shift, etc. rates, (c) extensions of systems of payment by results in some industries and increased output by workers affected, (d) changes in proportion of men, boys, women and girls employed in different occupations, and (e) changes in the proportions of workers employed in different industries. As regards the first, it is estimated that in the industries covered by the enquiry the average level of rates of wages for a full week, exclusive of overtime, was about 76 per cent higher than in October, 1938. The difference between this figure and the average increase of 133 per cent on actual weekly earnings represents the net effect of the other factors involved.

TABLE 1.—AVERAGE WEEKLY EARNINGS

Date	Men (21 years and over)		Youths and Boys		Women (18 years and over)*		Girls		All Workers*	
	Average Weekly Earnings									
	s.	d.	s.	d.	s.	d.	s.	d.	s.	d.
October, 1938	69	0	26	1	32	6	18	6	53	3
July, 1940	89	0	35	1	38	11	22	4	69	2
July, 1941	99	5	41	11	43	11	25	0	75	10
January, 1942	102	0	42	6	47	6	26	10	77	9
July, 1942	111	5	46	2	54	2	30	3	85	2
January, 1943	113	9	45	1	58	6	32	1	87	11
July, 1943	121	3	47	2	62	2	33	10	93	7
January, 1944	123	8	46	10	63	9	34	3	95	7
July, 1944	124	4	47	4	64	3	34	11	96	8
January, 1945	119	3	44	1	63	2	33	8	93	9
July, 1945	121	4	45	6	63	2	35	1	96	1
January, 1946	114	1	43	4	59	10	34	3	92	7
October, 1946	120	9	46	6	65	3	38	8	101	0
April, 1947	123	5	47	4	67	4	40	2	103	6
October, 1947	128	1	51	10	69	7	43	9	108	2
April, 1948	134	0	57	2	72	11	48	4	114	0
October, 1948	137	11	58	9	74	6	49	5	117	4
April, 1949	139	11	58	6	77	2	50	3	119	4
October, 1949	142	8	60	1	78	9	51	8	121	9
April, 1950	145	9	61	5	80	6	51	10	124	1

Date	Men (21 years and over)	Youths and Boys	Women (18 years and over)*	Girls	All Workers*
	Percentage Increase since October, 1938				
	Per cent	Per cent	Per cent	Per cent	Per cent
July, 1940	29	35	20	21	30
July, 1941	44	61	35	35	42
January, 1942	48	63	46	45	46
July, 1942	61	77	67	64	60
January, 1943	65	73	80	73	65
July, 1943	76	81	91	83	76
January, 1944	79	80	96	85	79
July, 1944	80	81	98	89	82
January, 1945	73	69	94	82	76
July, 1945	76	74	94	90	80
January, 1946	65	66	84	85	74
October, 1946	75	78	101	109	90
April, 1947	79	81	107	117	94
October, 1947	86	99	114	136	103
April, 1948	94	119	124	161	114
October, 1948	100	125	129	167	120
April, 1949	103	124	137	172	124
October, 1949	107	130	142	179	129
April, 1950	111	136	148	180	133

TABLE 2.—AVERAGE WEEKLY HOURS WORKED

Date	Men (21 years and over)	Youths and Boys	Women (18 years and over)*	Girls	All Workers*
October, 1938	47.7	46.2	43.5	44.6	46.5
July, 1943	52.9	48.0	45.9	45.1	50.0
January, 1944	52.0	47.1	45.2	44.6	49.2
July, 1944	51.2	46.7	44.6	44.2	48.6
January, 1945	49.4	45.2	43.1	43.0	47.0
July, 1945	49.7	45.6	43.3	43.5	47.4
January, 1946	47.4	44.1	42.3	42.5	45.8
October, 1946	47.6	44.7	42.6	42.6	46.2
April, 1947	46.3	43.7	41.5	42.0	45.0
October, 1947	46.6	44.1	41.5	42.1	45.2
April, 1948	46.5	44.1	41.6	42.3	45.3
October, 1948	46.7	44.1	41.6	42.3	45.3
April, 1949	46.6	43.9	41.8	42.4	45.3
October, 1949	46.8	44.0	41.7	42.4	45.4
April, 1950	47.0	44.2	41.9	42.5	45.6

Slight Increase In Hours Worked

Average weekly hours worked in the last pay week in April, 1950, were 47 for men, 44.2 for boys, 41.9 for women and 42.5 for girls, giving an average for all workers of 45.6 hours. These figures include all overtime, but exclude time lost except those periods during which workers were available for work and for which a guaranteed wage was paid them. Recognised intervals for meals are also excluded. Hours worked varied widely in different industries and in different sex and age groups. The averages for all workers show that the longest hours worked were in local and national government service (48.5), followed by metal manufacture, mining and quarrying (not coal), and building and contracting (47). Longest hours worked by men were in transport (excluding railways) (48.8), the treatment of non-metaliferous mining products other than coal (48.4), food, drink and tobacco (48). Longest hours worked by women were also in transport (44.3), food, drink and tobacco (43.1), paper and printing (42.8). Average hours for all workers show an increase of 0.2 over the previous six months. The table above (2) shows average weekly hours worked compared with October, 1938, and subsequent years.

The inquiry does not cover agriculture, coal mining, railways, shipping, dock labour, distributive trades, catering, entertainment industries, commerce, banking or domestic service.

A special weekly return taken March 18, 1950, by the National Coal Board showed that average earnings of all workers were 33s. 7d. per man-shift, compared with 32s. 7d. at March 19, 1949. Dock Labour Board statistics showed that average earnings for dock workers between April and June, 1950, were 107s. 3d. per week.

Wages News

AGRICULTURE.—The Central Agricultural Wages Board has awarded an increase in minimum wages of 6s. per week to men and 5s. to women agricultural workers in England and Wales, with proportionate increases for juveniles and casual workers and in overtime rates and holiday pay. This brings the minimum wage for farm workers up to £5 per week for men and £3 16s. for women. Scottish agricultural wages are governed by a separate board but usually keep parallel to those in England and Wales.

BOOT AND SHOE REPAIRING.—Proposals for wage increases of 5s. 6d. for most boot and shoe repairers on day work, with 8s. in two special categories, have been agreed by both sides of the Wages Council for the industry. It has also been agreed to extend the paid holiday period from ten to twelve days.

DOCKS.—The Transport and General Workers' Union is submitting a claim to the National Joint Council for the Port Transport Industry for increased wages for dockers. Present daily minimum in the larger ports is 19s., which in a five-and-a-half day week amounts to £5 4s. 6d. Attendance money of 5s. a half day is payable when work is not available, and there is a guaranteed weekly minimum of £4 8s. Piecework has greatly increased, however, and in some ports there is regular overtime. Average weekly earnings in April-June, 1950, amounted to £8 10s. 3d.

ENGINEERING. — The Confederation of Shipbuilding and Engineering Unions has refused the employers' offer for a new consolidated minimum rate of £5 for unskilled time workers and £5 18s. for skilled time workers, an increase of 8s. and 11s. per week respectively. Pieceworkers would have been entitled to earn not less than 45 per cent on the existing basic rate compared with the present figure of 27½. The dispute has been referred to arbitration.

MINING.—The National Reference Tribunal has awarded a sum of about £3,500,000 a year, to be distributed in increased wages in the industry. The detailed application of the sum is to be worked out by the coal industry's joint national negotiating committee in accordance with principles laid down by the Tribunal.

PRINTING. — The Minister of Labour has undertaken an inquiry into the claim of the London Society of Compositors for a minimum wage for its members of £8 per week.

RAILWAYS.—The executive of the Associated Society of Locomotive Engineers and Firemen has given notice of dispute to the Minister of Labour over the rejection by the Railway Executive of their claim for an increase of 15 per cent in the wages of all grades.

ROAD HAULAGE. — The Road Haulage Wages Council is submitting proposals to the Minister of Labour for an increase in the minimum weekly wage of road haulage workers of 7s., with increases from 2s. 6d. to 6s. for juveniles other than those to whom adult rates apply.

TRANSPORT.—The Transport and General Workers' Union is proposing to submit demands for substantial increases in wages for passenger transport workers throughout the country.

Fortieth Birthday party of the "Cherry Blossom Club" of Chiswick Products Ltd. was held last month. Top table party included *left to right* **Mrs. A. M. Mason, the Rev. Oswald Brenton** *(Mayor of Chiswick)*, **Mr. Arthur M. Mason** *(president)* **and Mrs. C. L. O. Cleminson**

I.I.S. in BRISTOL

OVER 160 local foremen heard Alderman Percy Cann, Deputy Lord Mayor of Bristol, give a civic welcome to the commencement of Institute activities in Bristol at the Inaugural Meeting of the Bristol Section. "Britain depends more than ever upon her industrial efficiency," said Alderman Cann, "and foremen have a large part to play in maintaining that efficiency."

Mr. A. W. Grant, C.B.E., chairman of the Engineering and Allied Employers' West of England Association, was Guest Chairman at this meeting, and he referred to the rapid growth of the Institute as sound evidence that foremen should have their own Institution.

Mr. W. B. Armstrong, Principal of the College of Commerce, and President of the Section then gave his inaugural address. The Institute's educational aims and activities were designed to supplement the foreman's practical training and experience, in order to increase the efficiency of management on the factory floor. One of the most important aspects of the Institute's activities was that of providing facilities for educative co-operation among its members.

New Industry for Scotland

Mr. Harold Wilson, President of the Board of Trade, honoured the meeting to mark the opening of the Borroughs Adding Machine Co.'s new Scottish factory with his presence. Picture shows Mr. John S. Coleman, president, addressing the guests. A note on the firm's training scheme for senior staff, chargehands and foremen will appear in a forthcoming issue

Future of the Industrial House Organ

AUTUMN convention of the British Association of Industrial Editors last month was addressed by Mr. Fred Lee, M.P., Parliamentary Secretary to the Ministry of Labour and National Service who praised the progress made by the Association since it came into being in March, 1949. Branches now exist in London and the Home Counties, the Midlands, the North and West of England, and in Scotland, and ambitious plans for the future, include a convention with comparable organisations from Europe and America to be held in conjunction with the Festival of Britain.

It is estimated that about 1,000 house magazines are now being published in Great Britain. These fall roughly into two categories: (a) those which are circulated only within the organisation — "employee magazines"; (b) those planned for a wider circulation amongst customers and shareholders. Referring to the former type, Mr. Lee stated that the primary function of all house magazines is the fostering of good industrial relations. The industrial editor must always be sincerely and honestly concerned with uniting the varying personalities to be found in every organisation, inspiring them to work together towards a common objective.

The Editor's Part

The work of the industrial editor thus calls for many outstanding qualities. His is a special craft which in many respects is more difficult to ply than many other forms of journalism or editorial work. His readers are his colleagues, his superiors, his contributors and his critics, and therefore a first essential to successful industrial editorship is an ample endowment of diplomacy and tact. These qualities must be reinforced by a sound technical background, a knowledge of personalities, markets and products, the ability to discriminate between the important and the unimportant, and to present the story in an attractive and readable form. This calls for the added requirement of a good general knowlege of journalism and at least some knowledge of typography and layout.

Experience shows that properly conducted works information schemes can create a healthy curiosity about matters of immediate concern to the workers and this curiosity leads eventually to improved morale, better relationships and to an atmosphere of co-operation throughout the undertaking. The skilfully directed house magazine can also help to obtain this by presenting facts in a clear and understanding way; by sending out an inspiring message; by stimulating a pride of craft which will lead to a higher level of productivity; and by creating conditions in which men and women of differing background and outlook will work together to achieve something more than the satisfaction of personal aims and ambitions.

Youth Employment Service Report

THE National Youth Employment Council in presenting its report for the three years 1947-1950 states that out of a total of 181 local authorities, 129 submitted schemes for operating the service, 116 of which had been approved, and of the new schemes 45 had been brought into operation by March, 1950. The Report points out, however, that the provision for older pupils is generally much less well developed than for those leaving school at the statutory age, and the service has still a long way to go before it can claim to provide equal facilities for school-leavers of all ages.

There are various directions in which further development is desirable, notably in connection with vocational guidance in schools of all types, the local application of nationally agreed schemes for the recruitment and training of young persons for industry, and the encouragement of research and experiment in the field of youth employment.

Reference is made to the "Special Aptitudes" Scheme under which training grants and allowances are given to enable suitable boys and girls to take training courses away from home where no facilities are available. Up to the end of 1949 some 1,931 applications were received, 1,283 of which were accepted; 124 were still under consideration, and the remainder were rejected or withdrawn.

Works' Managers Elect Officers

THE Council of the Institution of Works Managers (67-8 Chandos Place, London, W.C.2) has announced the election of a number of new officers for 1950-51.

Vice-Presidents.

Two additional vice-presidents have been appointed:—Sir Montague Burton, LL.D., J.P., chairman of Montague Burton and Sons Ltd., and A. G. Ramsey, C.B.E., chief engineer to the Ministry of Works.

Chairman.

J. Connell, B.Sc., F.R.I.C., manager of the Izal factory of Newton Chambers and Co. Ltd., becomes chairman in place of A. P. Young, O.B.E., M.I.E.E., who retires after sixteen years' service to the organisation.

Deputy Chairman.

C. N. Potter, works manager to Ilford Ltd., was elected deputy chairman vice J. Connell.

Honorary Treasurer.

J. M. Weir, M.A., B.Sc., F.R.I.C., formerly division works manager, I.C.I. Ltd, (Dyestuffs Division), becomes honorary treasurer in place of R. G. Berchem, M.Sc., managing director of Jeyes' Sanitary Compounds Co. Ltd.

CIVIL DEFENCE

IN his recent broadcast on the subject of defence the Prime Minister appealed for more volunteers to join the civil defence service. He stated that the two central purposes of civil defence were to prevent or mitigate damage to the physical resources of the community; and to relieve human suffering and to maintain morale throughout the nation.

The Home Secretary has also reviewed the first eleven months of civil defence recruiting, and announced that an intensified national and local recruiting publicity programme was now beginning and would last three years. Since the campaign opened in November last, 61,500 people had joined the Civil Defence Corps. This was not discouraging, but he was sorry he could not say the same of other branches of civil defence, and he appealed for recruits to the Auxiliary Fire Service, the National Hospital Service Reserve, and the Special Constabulary. There was no lack of instructors in any of the services, and training equipment and uniforms were being provided.

Mr. Hector McNeil, Secretary of State for Scotland, stated that recruitment figures for Scotland were bad, and not even comparable with the inadequate total for England and Wales. For all services the figure at the end of September was 5,167.

Mrs. Iris M. Gudgeon, appointed welfare and hygiene officer (a new post) by M. Venner and Son, provision merchants, of Reading

Two More Productivity Reports

(1) Ironfounding

THE Report of the team on grey ironfounding contain many of the conclusions arrived at by previous productivity teams, but they are stated much more emphatically. After comparing production figures they conclude that American production is "about twice as good" as British. Particular emphasis is laid on the superior organisation and management of American foundries, due to the method of training for management. Management in the United States is much more receptive to new ideas, and prepared to try out suggestions. There is far less class distinction, so that free and easy discussion of any problem is facilitated.

Poor Comparison

The team had some difficulty in finding a suitable basis for measurement of the relative productivity of the two countries, since in this industry weight of output is not a reliable measure. The result of their "somewhat unsatisfactory calculations" is that annual output per man of gross tons of castings for the whole iron founding industry in the U.S.A. is 46 tons and in Britain 24 tons. A weighted average of about twenty sample firms gave figures of 44 and 19½ tons respectively.

A high degree of co-operation between workers and executives, fierce competition between foundries, larger scale operations, with an abundant supply of new plant and greater borrowing facilities from the banks, efficiency of floor executives, careful time study, greater human energy, fear of unemployment, and training and education with a greater bias towards industry, are other causes of higher productivity.

Considering problems facing the British industry, the team state that British workers are not to be blamed if they do not give of their best; they are merely men who find themselves in the environment of a mediocre standard of living. This environment must be changed. Government, workers and management must combine to rearrange the real rewards so that the efficient may be well rewarded and the indolent suffer some hardship.

(2) Electrical Controls

UNLIKE many of the earlier productivity teams, that representing the electrical control and switchgear industry is not convinced that the Americans are our superiors. Where a job does not engender any sense of rhythm but calls for conscientiousness, the American worker is not superior to the British. If payment by results here, as in the United States, was accompanied by an adequate supply of consumer goods at reasonable prices, the team believes that the added incentive would be reflected in increased output.

The report includes a number of technical details which the team thinks could have a marked effect on production, and they recommend particularly simplification and standardisation of types and specialisation by each manufacturer of one portion only of the range required.

Demands of Defence

REPORT issued last month by the Association of British Chambers of Commerce suggested that demands made by the defence programme on the nation's resources could best be met by increased production. Productivity was primarily a task for management. No pains should be spared to raise the status and efficiency of foremen to work with management in encouraging the industrious and disciplining slackers. The report made a number of suggestions for conserving labour: shift working should be encouraged; some industries might work longer hours with appropriate incentive schemes; "concealed unemployment" should be forced into the open and surplus labour absorbed by the undermanned industries.

Book Reviews — *from page 218*

INDUSTRIAL HEALTH

A VERY useful introductory booklet with this title has just been published (*"Industrial Health"—by Passmore and Swanston—E. and S. Livingstone Ltd., 4s. 6d. net, plus 3d. postage*) which should be a great help to the student and to the first-aider or industrial nurse who wishes to take a brief refresher. The authors are both lecturers in this subject in the University of Edinburgh and their approach is simple and to the point. Chapters cover (*not necessarily in succession*) Occupational Diseases; Accidents; Factory Legislation; and Management's Responsibility.

It is a pity that the need to keep the price within limits prevents a better cover being used—the student's pocket is a rough storehouse!

THE FOREMAN'S JOB

THE Institute of Industrial Supervisors aims to improve the quality of supervision in industry through the education of foremen and supervisors. Its provision of a flow of up-to-date information for its members helps to achieve this aim, and a third in the present series of publications — *The Foreman and Labour Turnover* — is an extremely useful contribution. Written by N. V. Terry, himself a practising personnel manager, this book describes clearly what labour turnover is, how it is calculated, what it represents in terms of cost, how it can be reduced, and in particular how it can be reduced by the supervisor.

The growth of the personnel department deprived the supervisor of much of his authority in the handling of the workpeople under his control on the shop floor, and limited not only his sphere of influence but his interest in the job itself. Furthermore, professional personnel management invested the job of "hiring and firing" with technicalities which often seemed to the supervisor a lot of unnecessary "mumbo jumbo." Statistics on labour turnover is one of these technicalities, but the very lucid and practical manner in which the author deals with this subject should help all supervisors to

(*Concluded on page* 228.)

VAUXHALL HAND-OVER

Mr. R. R. Hunter, M.C., J.P. (*left*), **Vauxhall's welfare supervisor and chief of "outside relations," has retired after long and honourable service. He is followed by two "welfare officers," formerly his assistants—Mr. Alexander Macpherson** (*centre*) **and Mr. E. R. Mortimer** (*right*). **Mr. Macpherson will handle "admin." and Mr. Mortimer will concentrate on social work. Both are members of the I.P.M.**

Economy in Canteen Planning

By

MALCOLM HENDERSON

ECONOMY in construction, combined with the best possible facilities for relaxation for their employees, was the aim of Aero Research Ltd., makers of synthetic resins, at Duxford, Cambridge, when they planned the building of their new 200-seater canteen as part of a development programme which includes the erection of another large factory. It is interesting to learn how this aim was so successfully achieved. The need for economy in expenditure was realised by designing the construction around an "Iris" hut—a type of Nissen hut—so that the hut, with its corrugated roof supported on thin curved steel ribs, forms a central lane from which the building extends. A further saving was made by making the walls only 4½ inches thick.

But despite the need for economy, nothing was overlooked which would provide every possible means of comfort and relaxation. As the managing director put it, "Our staff is comparatively small in number and we rely a lot upon the spirit of teamwork. This new canteen has already shown good results in this respect. It gives our people a better chance of mixing together during their leisure hours."

The ample accommodation has been well planned, and includes, in addition to the main "help yourself" canteen, rooms in which the directors can have their meals and enjoy their leisure moments, visitors' restaurant and recreation rooms equipped with the latest games. Proper cloakrooms help to provide the right "club" atmosphere. The canteen manager's office, stores, preparation room and yard for the delivery of supplies are grouped together at the north end of the building. The office is so placed that the manageress can supervise the delivery of the food and its manipulation in the kitchen. Particular attention was paid to the question of entrances, and five were decided upon—two for the staff, one for directors, one to the kitchen and one to the office.

The Colour Scheme

Another factor which had to be carefully considered was that of colour. The managing director said that he thought it a very important feature of any canteen—"A recreation room, no matter how well furnished, provides no proper relaxation if the colours are a constant source of mental irritation. Properly used, they should make a soothing contrast with normal working conditions." The outside of the building is painted in blue and white, and a warm shade of pink has been used in the canteen, with doors picked out in cherry red. White is mainly used in the kitchen to keep it as light as possible. Lighting is of the semi-direct overhead tungsten type.

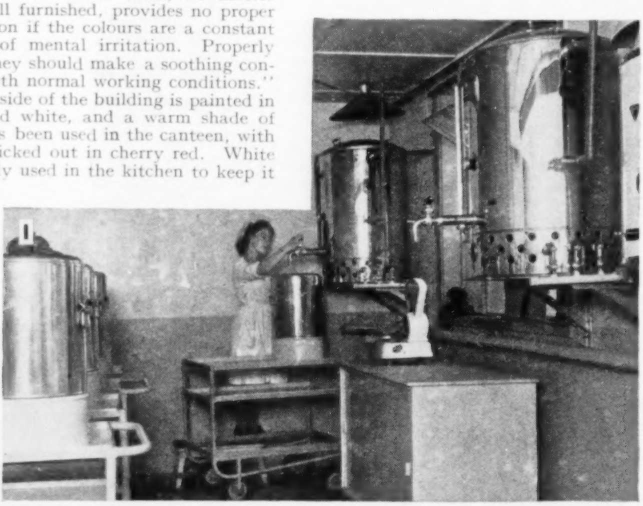
The kitchen is fitted with the most modern cooking equipment, including thermal storage cookers, steam cookers, an automatic dish-washing machine and adequate forced ventilation to prevent fumes from reaching the canteen. The system is designed to ensure a smooth flow of air for the food which, on arrival, goes straight to the stores or refrigerators, from there to the preparation room, thence to the cookers, and finally to the service counter.

Future Planning

Once satisfied with the interior of the canteen, the planners immediately set about taking inexpensive advantage of the exterior by building a terrace upon which the staff could rest in the summer months. Provision has also been made for a swimming pool to be installed at some later date. Discussing the general effects of the new facilities, a director said, "There is little doubt that the benefit of this modest expenditure will

(1) The new tea-service station at Folland's Aircraft Works. *(See story overleaf).* **(2) Exterior of the Aero Research Co.'s canteen described on this page. (3) The modern kitchen of the Duxford canteen of Aero Research Ltd.**

1



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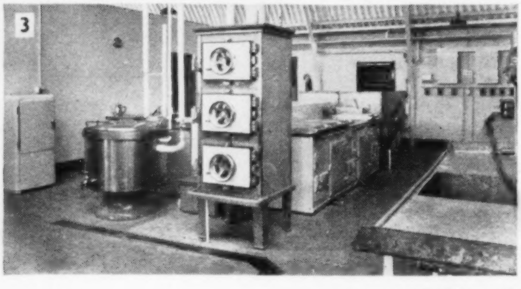
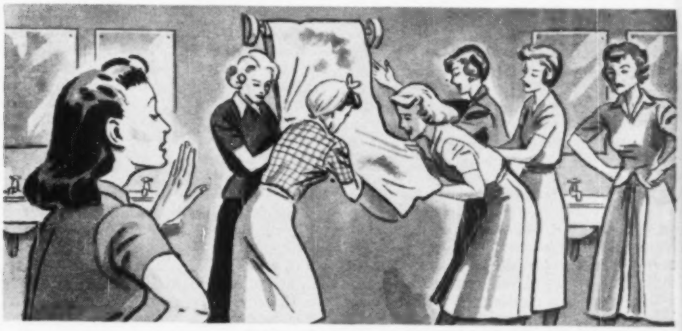
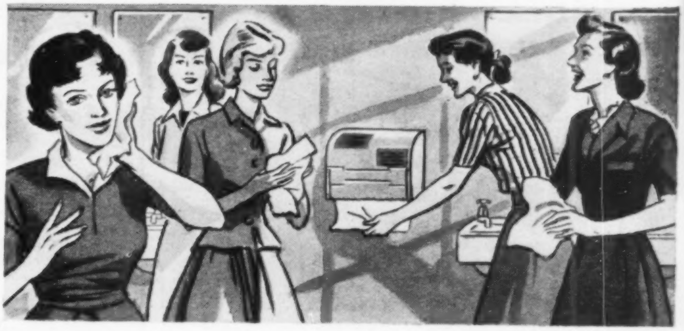


How to cut absenteeism

The main cause of lost time in industry, according to the Medical Research Council, is sickness absence. Much of this absenteeism can be traced to the transmission of contagious ailments through the use of communal towels.



Roller towels mean waiting and congestion—lost hours—transmission of germs—expensive laundry bills.



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be reflected in our production figures. Apart from the obvious advantages of having somewhere pleasant to eat and relax, the men now have the chance to hear the problems of departments other than their own, and once you get your staff appreciating each other's difficulties, you are on the way to getting the teamwork that smashes production targets."

Folland Aircraft's Tea-Service

ALTHOUGH tea breaks are generally accepted and have proved their "production value" when well organised and operated, many factories still run their tea services on a haphazard basis. The result is only too often poor tea—and a flow of complaints from the workers—and a waste of production time which negatives the benefits the break is intended to provide.

How careful planning can effect a great improvement is shown by the recently reorganised tea scheme operating in the Hamble Works of Folland Aircraft Ltd. Originally tea was made in large boilers in the canteen kitchen and transferred to uninsulated urns. These were lifted on to trolleys and taken into the works for the mid-shift break; the system involved pushing the trolleys for a considerable distance in the open air and on sloping ground. The management, therefore, determined to find some way to improve the standard of the tea and the efficiency of the service.

The works layout was studied and it was decided to maintain the trolley service, but to operate it from a tea station within the works and to make tea in multi-pots mounted on trolleys.

A suitable room was converted into the tea station and this has been in operation for the past two months. It is equipped with two Bartlett's gas-heated bulk water boilers, each of thirty gallons capacity, fitted with extended draw-off taps and mounted to provide a direct flow of water into the stainless steel multi-pots. This obviates loss of heat by enabling tea to be made in the receptacle from which it has to be served and at the same time removes all need for heavy lifting. An Ascot heater supplies hot water for washing up and is conveniently placed above a stainless-steel sink unit. Storage cupboards are provided and the station has been so designed that the whole tea-making process may be carried through with the minimum of effort. A tiled floor and half-tiled walls enable it to be easily cleaned.

The tea itself is made to a carefully observed recipe and all equipment is maintained in a scrupulously clean condition.

The scheme is more than proving its worth and repaying the trouble that was taken in planning it.

BIRMINGHAM TEA TRUST

"IS the time and trouble expended in providing a tea service to the workers worth while, or is it just as satisfactory to let them go to the canteen?" This question was put to a Brains Trust which was the main feature of a meeting for Birmingham industrial caterers.

The members of the Trust—Mr. H. J. C. Kelley, catering manager, Lockheed Brake Company; Mr. D. I. Lavender, Tea Bureau director of operations; Mr. W. Newlands, director of equipment; and Mr. C. Kendall, head of the Bureau's Industrial Advisory Service—agreed that it definitely was, from the production viewpoint—and that must be the criterion for all industrial catering.

Other questions submitted from the audience of 300 catering managers and manageresses ranged in subject from bulk tea making on the present allocation to the correct use of multi-pots. The Trust had been preceded by a talk on industrial tea service and a film show.

These Tea Weeks are being held by the Bureau at important centres throughout the country, in response to many requests for advice received from both industrial and commercial caterers. The next one will be in Bristol from November 13-18, with a meeting for industrial caterers on November 14. Full details and complimentary admission tickets may be obtained from the Tea Bureau, 22 Regent Street, London, S.W.1.

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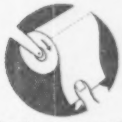

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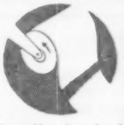
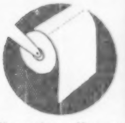


The roll swings backwards far enough to release another sheet



The toilet roll cannot be removed, but remains free to revolve

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Two Suggestions..

to Personnel Manageresses by which to ensure

THE COMFORT OF THE FEMALE WORKER

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ROBINSON & SONS LTD., Chesterfield, Derbyshire

I.P.M. Conference

from p. 211

The Mayor welcomes I.P.M. delegates to Harrogate

whose value should be carefully considered before any proposals which might endanger its maintenance and the confidence which was placed in it by both sides of industry.

An appeal for more recruits for the Regular Forces was made by Sir Godfrey Ince, Permanent Secretary, Ministry of Labour and National Service. Sir Godfrey said that economy in civil manpower could best be maintained by more adequate recruitment to the Regular Forces, which would reduce the demands made on industry by the need for National Servicemen. Referring to the increasing demands on the working population, Sir Godfrey stated that over the next ten years the number of men between 20 and 40 would decrease by about 6 per cent and men between 50 and 60 would increase by more than 20 per cent. The implication was that machines would have to do work traditionally done by men and women.

Books—*from p. 223*

understand the significance of labour turnover and the problems involved. The importance of proper selection and placement, the reception and training of new employees, the value of incentives, are all dealt with, and the supervisor is shown how his understanding of the factors involved can produce a stable working group or an unstable one. To the workers on the factory floor he represents the policy and attitude of management. If he can gain the workers' confidence the majority of them will continue working for him, and he will thus have made a useful contribution towards solving a major labour problem. **W.G.**

327 employees of Glenfield and Kennedy Ltd., hydraulic engineers, of Kilmarnock, whose service totals 10,769 years, were recently honoured by the firm. 263 of these veterans have from 25-39 years' service, 57 have 40-49 years "up" and 7 have passed the half century.

The gifts varied in value from £15 to £20 and in addition each employee was presented with a certificate, marking the firm's appreciation of their service.

The seven with over 50 years' service have already been presented with the firm's long-service Gold Medal, bringing the total to receive this award during the firm's 98 years history to eighty-two.

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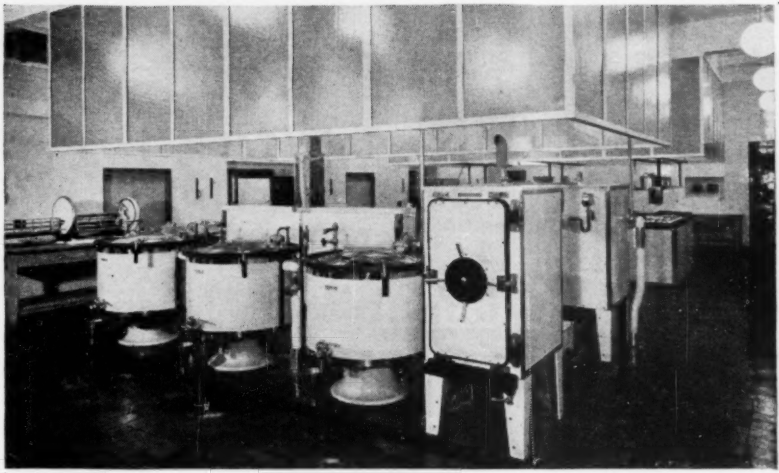

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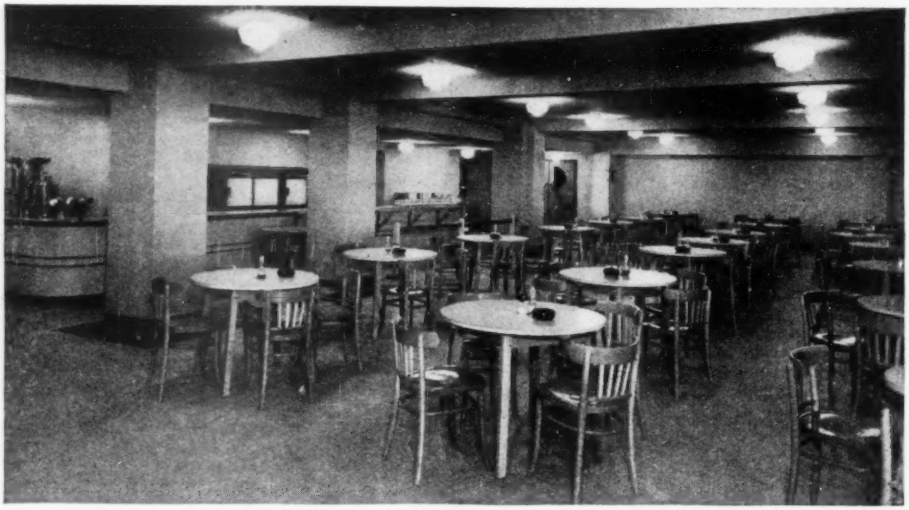
in the service of MR THERM



The new staff restaurant in the South Eastern Gas Board's Headquarters at Croydon is a model of good planning and up-to-date equipment. It is logical therefore to find "Formica" laminated plastic veneer on the counter and table tops. "Formica" besides having a colourful surface which is congenial to the touch is cleaned simply by wiping with a damp cloth. It is unaffected by spilt foods, vinegar and alcoholic beverages, and is exceptionally wear resistant. The material is supplied in two grades—Standard and Cigarette-Proof.

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INDUSTRIAL EQUIPMENT That Raises Production Efficiency

(PACKAGING)

New Penicillin Flow-Line

PROGRESSIVE policy of packaging mechanisation, plus carefully thought-out schemes for the speedy handling of materials, has resulted in increased productivity and also a substantial saving of labour at the penicillin secondary production plant of Glaxo Laboratories Ltd. anti-biotics unit at Barnard Castle, Co. Durham.

Originally a team of packing belt operatives (one chargehand and seventeen assistants) were able to handle between **13,000** and **15,000** vials a day, but they were restricted in output on two counts. First, the old semi-automatic labelling machines, whilst performing good service, were limited to handling on an average only 27 cartons a minute and, secondly, following the labelling operations, the packing teams were required to perform a number of manual operations which were markedly time-absorbing. Today the packing floor is being rapidly converted to automatic units, and the output of each line is now sixty-five cartons a minute, with a daily output of over 25,000. Two major contributions to this increased productivity have been the installation of completely automatic labelling machines and ingenious cartoning equipment which automatically handles corrugated liners, vials and leaflets.

Wrapping Machines

Penicillin cartons now go from the packing belts to newly-installed fully automatic cellophane wrapping machines. Here the packs are completely sealed in cellophane at the rate of thirty a minute—an astonishing improvement over the old manual methods when the assembling of packing materials in a store adjacent to the packing floor permitted a rate of only three a minute. The easy accessibility and the operation of a system allocating each batch of penicillin to its own packing team, are important contributions to the overall efficiency of the unit.

The "flow-line"—or belt—system, begins logically, with a vial and bottle washing section. Here, in a large yellow-tiled room, illuminated with fluorescent lighting, inverted vials and bottles are inspected for chips and cracks and then thoroughly washed on semi-automatic machines. Later, rinsing with distilled water from high pressure jets takes place. The vials and bottles are placed in sterilizing ovens where they remain for four-and-a-half hours at 150° C. The lids of the trays are kept partially open so that any moisture remaining in the vials can be absorbed. Simultaneously, rubber bungs are washed in ordinary household washing machines, drained, rinsed in distilled water and finally drained and centrifuged to shake off spare moisture. They are then sterilized in steam autoclaves and left to dry in a hot air oven.

The spacious and lofty filling hall contains a battery of modern filling machines, tended by gowned and masked operatives. Here a new type of filling machine is being used with marked success. Penicillin is fed from a hopper through a worm feed so finely adjusted that a specified quantity of the drug is delivered to each vial. There is also careful statistical control of the weight of the penicillin delivered to the vials. Every machine in the filling hall is capable of handling up to **7,500** vials a day.

Two Years' Progress

The trays of vials, as they enter the dry filling hall, are given a chinagraph pencil mark so that there can be no confusion of batches. When filling operations are complete, rubber bungs are fitted aseptically. From the dry filling hall the trays of vials go for sealing and capping on multi-head sealing machines.

Barnard Castle's penicillin secondary production plant was begun in the autumn of **1946** and completed in **1948**. It comprises a modern two-storey block **200** ft. by **174** ft., the upper floor of which is occupied by analytical laboratories and administrative offices. On the ground floor is the filling hall; vial

Multiple head-sealing machine operated by a team of girls at Glaxo's Barnard Castle Works

and bottle washing and capping and sealing departments; packing floor; stores; despatch; and a section set aside for the recovery of penicillin from chipped or otherwise unsatisfactory vials.

(VENTILATION)

Welding Fume Exhauster

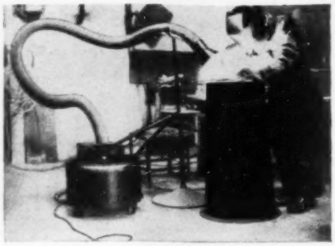
THIS compact, portable and efficient unit removes hot fumes and smoke quickly and efficiently from the vicinity of the operator during arc welding. A filter is also incorporated in the unit so that filtered air is returned to the shop.

By removing a high percentage of the smoke particles from the air in the vicinity of the welding arc and carrying away considerable heat, the unit provides more favourable conditions for high-quality production and lower welding costs.

The exhauster comprises a heavy fabricated base on castors, supporting a three-phase or single-phase ball-bearing vertical motor wound for standard voltages, driving a fan impeller of cast aluminium alloy.

The motor is enclosed by a spun mild steel cover secured to the base by six clips. The top of the unit is provided with an inlet spigot and fitted with 10 ft. of metallic flexible hose (3 in. diameter), terminating with a mild steel nozzle.

A tubular bracket is provided on the unit to support the metallic hose. Six feet of three- or four-core T.R.S. flexible cable is included. Each unit is attractively sprayed in green cellulose finish. Spare filters (recommended) can be supplied at a nominal cost. **(PM/301.)**



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Homacol Dispensers are available in many designs in glass and "Staybrite" stainless steel. For large installations soap can be piped direct to wash basins from a control reservoir by the "Pluto" Gravity Feed pipeline soap system.

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E13

(HEATING)

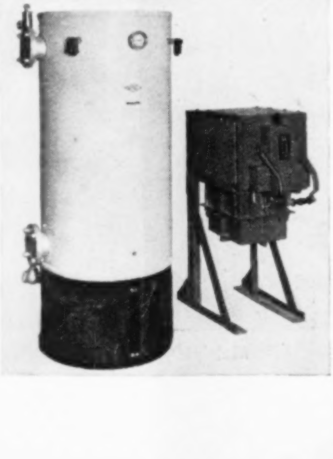
Hot Water Boiler

ABSOLUTELY clean, practically noiseless, and giving off little or no local heat, this hot water boiler is fully automatic in control and needs no labour, skilled or otherwise, to attend it once in operation. It is amazingly small for its output and does not require a special building to house it.

The boiler is made in two ranges; from 100 kw. to 1,000 kw. for voltages up to 600, and from 30 kw. to 100 kw. in the hand-operated types. In addition to these two standard ranges, automatic hot water boilers suitable for high-tension supplies are available from 750 kw. upwards.

The boiler shells are manufactured from best quality materials and designed to comply with all applicable standards. The electrode insulators and shrouds are manufactured from high-tension porcelain, and the electrodes themselves are cast in corrosion-resisting metal. These special materials have been selected after many years' experience, and are designed to give long life and trouble-free service.

The shell, which is equipped with all standard connections, outlet, vent pipes, etc., is carefully lagged to conserve heat, and is fitted with an outside case finished in cream stove enamel, with chromium-plated fittings, giving the unit a pleasing appearance combined with durability.



All units are equipped with a dial-reading thermometer and safety valve.

The model illustrated is of **450** kw., and has an output of **1,530,000** B.Th.U. per hour. **(PM/302.)**

(SAFETY)

Safety Light

PRECISION work is carried out more accurately and easily with the *Parmeko Safety-lite,* which has been designed as the unit for localised lighting. It can be connected to the machine power drive, which cuts out the cost of installing a separate lighting circuit. The light consists of a transformer to reduce the voltage and a hooded lamp on a movable arm.

The safety of the *Parmeko* is that, owing to the exceptionally low voltage used, vibration of the flexible cables incurred on working machines will not cause shocks, as might occur at higher voltages. Complete safety is also ensured whenever it is necessary to renew fuses. The robust, die-cast cover cannot be removed until the switch is in the off position, thus isolating the main's fuses and rendering the inside of the unit safe.

The transformer unit complies with the relevant British Standard Specifications and is intended for indoor use only. The finish is durable grey stoved enamel. **(PM/303.)**

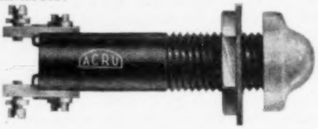
Neon Indicator

VERY few machines or instruments do not require some form of pilot or indicator light.

Indicator lamps are used in a wide variety of ways. One instance where such lamps are particularly valuable is in connection with electrically powered machinery. A pilot lamp will show readily, at a distance, whether or not a machine or instrument is switched off (or on).

The particular neon indicator illustrated, although very small in size, can, however, be used directly on the mains voltage up to 440 volts, thereby opening a vast field of new applications.

The lamp can be inserted with the greatest of ease into all electrical apparatus. All that is necessary is a hole ½ in. diameter.



A neon lamp of this nature is more reliable than filament indicator lamps. It is shock-proof and its life is much longer than that of the best filament lamp (on an average 25,000 hours), and the current consumption is practically negligible (below 1 mil. amp.).

The transparent plastic dome can be supplied in four colours—red, amber, yellow and clear. The minimum voltage is 60 v. A.C., or 75 v. D.C. The maximum voltage is 440. **(PM/304.)**

(GOODS HANDLING)

Refrigerator Truck

REDUCTION in handling risks when conveying delicate goods was the aim of the designers of the *Slingsby Refrigerator Truck,* whose light tubular steel frame enables heavy refrigerators and similar appliances which are delicate but bulky to be moved with ease and safety. A webbing-strap tensioning device provides a quick and practical method of securing the load, while a full-length thick felt blanket provides complete protection.

Overall height of the truck is 4 ft. and the width is 18 in. It weighs only 37 lb. yet it can handle a load of 300 lb. The truck can be used to transport cookers, radiograms, television sets, washing machines, in fact all articles of this nature as well as refrigerators. **(PM/305.)**

Stackers

TWO highly efficient stackers suitable for many purposes, are the *Snipe* and the *Camel,* which are specially intended for the handling of loose commodities in bulk, such as bagged and boxed goods. These two machines have several characteristics which enable the user to achieve a considerable economy in his overheads, and one firm using a *Snipe* 15 ft. loader has cut handling costs of bagged supplies by 83 per cent. This can be taken as conclusive evidence of the saving that can be effected.

Top feature of both models is their simplicity of operation—an expert is not required to work them. They are strongly built and can keep on running smoothly despite the hard usage normally accorded to machinery by unskilled labour. A high degree of mobility is provided, permitting maximum employment on various jobs during any particular day, and pneumatic tyres facilitate easy handling.

Both models are available in various forms, with delivery heights varying from 4 ft. 9 in. to 33 ft. 4 in. **(PM/306.)**

(GENERAL)

Portable Sanding Machine

THE Bridges portable electric belt sanding machine can be used for flat or curved surfaces.

Manufactured from die-cast aluminium, the body houses a thermal overload device which prevents the burning-out of the motor or the fracturing of vital parts due to overloading. The total weight of the machine including this device is 22 lb.

The sanding belt is 4 in. wide and 26 in. long. Tension is maintained throughout through a spring-loaded plunger. The belt speed is 1,360 ft. per minute. **(PM/307.)**

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Office Welfare—*from page 210*

manager sent a sick person home and thus often lost half a day's work. If an employee is really ill, arrangements are made for the journey home, so that no one travels alone if unfit. Even executives find this side of the staff office useful when it has been necessary to have a boil dressed during the day, a hot fomentation applied to a septic leg wound, or a dose of indigestion mixture. In fact, it was because of the attention given to one of them that more efficient equipment was forthcoming for the first-aid table.

It is not practicable to fit up "a surgery" in most office buildings, but we have overcome as many difficulties as possible by having the staff office situated near a cloakroom. Hot water is instantly available by the simple process of heating water in an electric kettle early each morning and filling a thermos flask. It has also been found that a quick way to heat a small Kaolin poultice is to place it on top of the thermos, covered by the cup, and it is surprisingly hot in a few minutes.

A couch, with two blankets and a pillow, behind a folding screen, gives rest and seclusion to anyone in need of such attention. The fact that this facility is available has a good psychological effect, because instead of a girl sitting at her desk worrying about how ill she feels, she knows that if she really is too unwell to carry on her job there is someone who will look after her and let her rest.

On no occasion has this service been abused; in fact, we often find that a girl will ask for "a dose" or an aspirin, saying: "I've got a lot of work to do and I think I can manage to carry on, but if I feel too bad I'll come back." Recently a temporary copy typist came in for an aspirin. "I felt quite ill when I woke up," she said, "and normally I wouldn't have come in, but as I was working here this week I knew I would be looked after" . . . she actually lost about fifteen minutes' working time; as she had been engaged to help in a crisis the hours of work she put in that day were of great value.

To have a thermometer handy is also a benefit. There was the case of the girl who bravely tried to overcome the pain she was in until her manager sent her to the staff office for attention. The thermometer revealed a temperature of 103 deg. and she was taken home in a taxicab immediately. Late that night an operation was necessary and she nearly lost her life. Against that, is the man who feels feverish from a cold and sits at his desk worrying if he has a temperature. Invariably he hasn't, and a calm reassurance that his temperature is normal makes all the difference to his outlook; he feels better almost immediately.

Our welfare facilities include the accompanying of a member of the staff to hospital if necessary (a comforting reassurance to a nervous woman who has no friend or relative to take her), and even taking frightened juniors to a nearby dentist. This contact with a local dentist has already saved many hours of working time. There is still the employee who takes time off to visit the dentist at home but, in the main, our people prefer the dentist near the office, who will see them in the lunch hour, or late afternoon, and give immediate attention to anyone in pain.

A holiday register and a staff library are means of getting to know the employees in a friendly way. Much is learnt of their family life and their joys and problems, and they realise they have someone to go to in time of trouble.

Provincial Link

When the staff office was formed it was not foreseen the link it would be with our provincial branches, but this has proved to be an interesting development. Many of the provincial staff holidaying in London like to call in at the head office, but some are shy and need encouragement. Now they have a definite person to contact they come more readily, are given a kindly welcome and conducted round the various offices, meeting some of the people they have hitherto only known on the telephone. If they give notice beforehand of their visit, help can be given in the booking of theatre and concert seats, and in arranging a programme of sightseeing. This is having a good effect, the provincial branches are beginning to lose their erroneous impression that head office is always trying to catch them out and has no concern for their well-being, and a better spirit is arising. Recently I travelled up to the Midlands to attend a joint outing of two of the branches. I was given a big welcome, enjoyed the hospitality of one of the senior employees, and had a delightful time. The fact that someone from London had bothered to make the journey for such an occasion was appreciated and, I was told, gave a fillip to the outing.

We also run our own canteen, which is subsidised by the company. True, the kitchen is small and the dining-room not luxurious, but a three-course lunch is served for 1s. and the food is prepared under hygienic conditions. This is a great attraction when engaging staff.

The question is sometimes put to me regarding the attitude of managers to the innovation of a staff office. Perhaps at first there was a little wariness, particularly from those with long service, but once they found that the new department was always willing to be of service to them and could help solve some of their difficulties, they co-operated extremely well and now a most friendly spirit prevails.

Labour is "Steady"

In a somewhat old-fashioned London building it is not always possible to look after the welfare side as much as we would like. However, the staff do know there is a definite person to listen to their complaints and suggestions, who will give them sympathetic consideration. It is a good thing to have someone to act as a liaison between staff and management. The labour turnover is not as high as it used to be, there is a more settled feeling amongst the staff, and there have been a number of instances where girls who have left have sent back messages that they regretted having done so, "as we didn't realise we were so well off." In fact, one girl sent back a letter to her department, saying she could not settle in her new job and implored them not to leave, stating that she had not realised what a pleasant atmosphere she had been working in. It is a usual thing to hear temporary workers say they like working with us because of the "atmosphere," and the employment agencies confirm this. We, therefore, feel that we are on the right lines and are encouraged to carry on with our efforts to look after the well-being of our employees.

Tate and Lyle Ltd., have created a "Prosperity Fund" for distribution amongst their wage earners, based on profit-sharing principles. The scheme has been approved by the National Union of General and Municipal Workers. Shareholders are also to receive a special "prosperity" dividend on each 15s. share.

Summary of Official Publications and New Rulings

ACT

National Service Act, 1950. Dated September 18, 1950. *H.M.S.O.* 1*d.* Substitutes 24 months for 18 months as the term for whole-time service under the National Service Acts, 1948.

STATUTORY INSTRUMENTS

No. 1468. The National Insurance (Industrial Injuries) (Insurable and Excepted Employments) Amendment Regulations, 1950. Dated September 4, 1950, made by the Industrial Injuries Joint Authority under the first schedule to the National Insurance (Industrial Injuries) Act, 1946 (a). *H.M.S.O.* 1*d.* (Make employment as a special constable insurable under the Act. Operative as from September 18, 1950.)

No. 1489. The Retail Furnishing and Allied Trades Wages Council (Great Britain) Wages Regulation Order, 1950. Dated September 8, 1950, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (b). *H.M.S.O.* 4*d.* (Revokes Order R.F.A.(3), and substitutes new statutory minimum remuneration payable. Operative as from October 2, 1950.)

No. 1490. The Cutlery Wages Council (Great Britain) (Constitution) Order, 1950. Dated September 8, 1950, made by the Minister of Labour and National Service under Section 20 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 1*d.* (Brings the constitution of the Cutlery Wages Council into conformity with the requirements of the Act. Operative as from September 15, 1950.)

No. 1512 (S.108). The Legal Aid (Scotland) Act, 1949 (Commencement) (No. 2) Order, 1950. Dated September 7, 1950, made by the Secretary of State for Scotland, under Section 17 (4) of the Legal Aid (Scotland) Act, 1949 (a). *H.M.S.O.* 1*d.* (Brings into operation the provisions of the Act relating to free legal aid in connection with civil actions in the Court of Sessions and the sheriff court. Operative as from October 2, 1950.)

No. 1538. The Cutlery Wages Council (Great Britain) Wages Regulation Order, 1950. Dated September 18, 1950, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (c). *H.M.S.O.* 4*d.* (Revokes Order C.T. (45) and substitutes new minimum statutory remuneration payable. Also repeats without alteration the amendments to the first schedule to Order C.T. (41) (relating to holidays and holiday remuneration) contained in the second schedule to Order C.T. (45), now revoked. Operative as from October 9, 1950.)

No. 1565. The National Insurance (Industrial Injuries) (Prescribed Diseases) Amendment Regulations, 1950. Dated September 22, 1950, made by the Minister of National Insurance under Sections 55, 56, 57 and 86 of the National Insurance (Industrial Injuries) Act, 1946 (a). *H.M.S.O.* 1*d.* (Extend insurance against pneumoconiosis to persons using power-driven tools to free metal castings from adherent siliceous substance. Also make provision for persons who develop the disease before the date on which the regulations come into operation. Operative as from September 27, 1950.)

No. 1596. The Aerated Waters Wages Council (Scotland) Wages Regulations (No. 2) Order, 1950. Dated September 27, 1950, under Section 10 of the Wages Councils Act, 1945 (d). *H.M.S.O.* 3*d.* (Revokes Order A.S. (12), as amended and increases the annual holidays and fixes certain other holidays and holiday remuneration payable. Amends A.S. (28), as amended by Order A.S. (31), by providing a minimum overtime rate payable to a worker for time worked on a customary holiday. Operative as from November 1, 1950.)

GENERAL

Technical Report on Practical Methods of Reducing Amount of Fumes from Oil Bonded Cores. Issued by the Ministry of Labour and National Service, Factory Department, September, 1950. *H.M.S.O.* 4*d.* A report by the Joint Standing Committee on Conditions in Iron Foundries.

Industrial Lung Diseases of Iron and Steel Foundry Workers. Issued by the Ministry of Labour and National Service. *H.M.S.O.* 21*s.* (Illustrated.)

Safety in the Use of Explosives in Coal Mines. Issued by the Ministry of Fuel and Power. *H.M.S.O.* 1*s.* 6*d.* Report of a Committee of Enquiry into the precautions necessary to secure safety in use of explosives in mines.

Report of H.M. Chief Inspector of Fire Services, 1949. Issued by the Secretary of State for the Home Department, September, 1950. Cmd. 8049. *H.M.S.O.* 6*d.*

NATIONAL ARBITRATION TRIBUNAL AWARDS

No. 1500. Basic Wage Rate of Certain Workers Employed on the Construction of an Oil Refinery at Fawley, Hampshire. Claim: For wage increase to steel erectors. Award: Claim not established. (July 28, 1950.)

No. 1501. Working Week in the Painting Trade in Scotland. Claim: That normal working week shall be 44 hours (8 hours per day for the first five days and 4 for Saturday) except for the period November 15 to January 15, when it shall be reduced to 41½ hours where artificial light is not provided. The 8 hour day to be worked between 8 a.m. and 5 p.m., and stopping time on Saturday to be 12 noon. A break of not less than half-an-hour, nor more than one hour, shall be provided for meals. Award: Claim not established. (August 1, 1950.)

No. 1502. Question as to the Terms and Conditions of Employment which should be Observed by a Firm of Building and Civil Engineering Contractors in Connection with Certain Work carried out at a Site at Sellafield, Cumberland. Claim: That employers were not observing recognised terms and conditions. Award: Claim not established. (August 2, 1950.)

No. 1503. Claim for Payment in Lieu of Notice in respect of Three Workers formerly Employed by an Engineering Firm at Watford. Claim: For payment in lieu of notice in accordance with terms of agreement in the engineering industry. Award: In favour of workmen. (August 3, 1950.)

No. 1504. Conditions of Employment of Certain Workers Employed by the West Ham Corporation at Little Mollands Farm, South Ockendon. Claim: That farm staff should work a 44 hour week, as determined by the National Joint Industrial Council for Local Authorities' Non-Trading Services (Manual Workers) England and Wales; that they be paid overtime for three hours worked in excess of 44; that all other agreed conditions of service be applied to them. Award: Claim not established. (August 9, 1950.)

No. 1505 Rates of Wages of Certain Workers Employed in the Coal Distributive Trade in the South Eastern Region. Claim: For variation in current agreement relating to minimum rates of wages and vehicle classification. Award: The Tribunal awarded the following rates for workers of 21 and over:

(*as defined in current Road Haulage Wages Council Order*)

	Grade I Areas	**Grade II Areas**
(*a*) Drivers of mechanical vehicles		
Up to and including 2 tons	98s. 0d.	94s. 0d.
Over 2 tons, up to and including 5 tons	102s. 0d.	98s. 0d.
Over 5 tons, up to and including 8 tons	106s. 0d.	102s. 0d.
Over 8 tons, up to and including 12 tons	110s. 0d.	106s. 0d.
Over 12 tons	114s. 0d.	110s. 0d.
(*b*) Lorry mates, coal-yard workers, coal porters and horse carmen	96s 0d.	92s. 0d.

(August 11, 1950)

Welfare & Production Equipment To Be Installed

Barnsley.—Large rebuilding works are proposed by Hickson, Lloyd and King Ltd., of Redbrook, Yorks.

Blythe, Northumberland.—John Purvis Ltd., spring manufacturers, Blyth, are seeking sanction to build a new factory at Cowpen.

Brighton.—Plans submitted for first instalment of new factory, Oakley Works, Old London Road, for L. J. and N. Potter. A canteen at Rival Lamps factory, Crowhurst Road, for Underwood, Elliott and Fisher Ltd. A factory at Crowhurst Road for K.D.L. Precision Engineering Ltd. Alterations to provide kitchen, etc. at Brighton Aquarium, for Aquarium Entertainments Ltd. A canteen, etc., at Old Barn Garage, Ladies Mile Road, for L. Jenkins and Sons.

Bristol.—T.C. Planning and Reconstruction Committee has provisionally agreed to dispose of a site on the Brislington Trading Estate to Sawer and Purves, gas meter manufacturers, for development for industrial purposes.

Chadwell Heath, Essex.—Messrs. J. Stanley Beard, Bennett and Wilkins, 101 Baker Street, London, W.1, are the architects for a new factory proposed by Lewis Berger and Sons Ltd., 35 Berkeley Square, London, W.1.

Chelmsford.—Erection of additional flour mills, of four floors, at the Mills, Mill Road, for T. D. Ridley and Sons Ltd., plans by W. D. Key, architect, 3 Tyndal Square, Chelmsford.

Cheshire.—Imperial Chemical Industries Ltd., Ship Canal House, King Street, Manchester 2, propose large extensions at their two soda ash producing factories in Cheshire. The cost of the schemes is estimated at about £17,000,000.

Chester.—A site for a new factory will be leased by the T.C. on Sealand Trading Estate, to Chester Metal Works Co. Ltd.

Chippenham, Wilts.—N.A.A.F.I. of Ruxley Towers, Claygate, Surrey, have received a Ministry of Works licence to erect a 20-storey club building at The Paddocks, Wood Lane, Chippenham. The cost is estimated at £75,000.

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Coventry.—Coventry Corporation reports that Coventry Radiator and Presswork Co. Ltd. are to erect a canteen on land to the north-west of the junction of Burnsall Road, and Sir Henry Parkes Road.

Coatbridge, Lanark. — Messrs. Cowie and Miller, Oakhall Chambers, Motherwell-Wishaw, will prepare plans for canteen, ambulance department, offices, etc. proposed at Rosehall Works.

Croydon.—Messrs. Scott and Westmoreland, 25 Bedford Row, London, W.C.1, are the architects for a canteen proposed by L. Newmark Ltd. Plans submitted: Rebuilding and extension of factory and offices, for Powers-Samas Accounting Machines Ltd., Aurelia Road. Foundry and offices at Mill Lane, for Ariston Alloys Ltd. Rebuilding and extensions at Friend's Yard, Strathmore Road, for H. and D. Friend and Sons Ltd. Factory and offices at New Addington Industrial Estate, for Exel Moulds Tool Co. Ltd.

Dagenham.—A new factory is planned by S. Hille and Co. Ltd., 439 Lea Bridge Road, London, E.10.

Dumbarton. — Scottish Industrial Estates Ltd. have received approval of the Dean of Guild Court for erection of a new factory at Newclover Road, Milngavie, to cost £20,564.

Dunfermline.—Plans have been approved for the South-east Scotland Electricity Board for the erection of a rest room, spray baths, and cubicles for workmen at Townhill Power Station.

Eccles.—Plans submitted for first part of rebuilding the pack factory, after fire, in Monton Avenue for Ernest Hatton Ltd.

Elstree.—Foundation stones have just been laid for the £400,000 factory proposed in Elstree Way for Adhesive Tapes Ltd. Contractors are John Laing and Son Ltd., London, N.W.7.

Enfield.—Plans have been submitted to the U.D.C. for extensions to the canteen at Queensway, for Home Counties Co-operative Laundries Ltd. Mr. W. J. Reed, of Co-operative Wholesale Society, London, is the architect. A bakery and offices are proposed by Enfield Co-operative Society Ltd. to plans by J. W. Reed, Architects' Department, of 99 Leman Street, E.1.

Eston, Yorks.—Messrs. Kitching and Co., 21 Albert Road, Middlesborough, are the architects for a hostel proposed at Skippers Lane, Normanby, by Smith's Dock Co. Ltd., to accommodate 100 employees.

Glasgow. — Corporation Transport Committee is to have a depôt, offices, canteen, etc. built at Greenhaugh Street, Govan Cross. Extensions to provide loading bay, warehouse and canteen at Davidson Street, for The British Cotton and Wool Dyers' Association Ltd. Works extensions at Lochburn Road, for Cooper, M'Dougall and Robertson Ltd. Corporation is recommended to lease land at Mavisbank Quay to Gavin S. Keiller Ltd., 70/78 Kingston Street, for the erection of industrial premises.

Greenwich.—Plans submitted: factory extension and erection of canteen with showroom, for Beatall Furniture Co., of Penhall Road; workshops for the blind at 14 Easthey Street.

Grangemouth, Stirling. — Plans approved by Dean of Guild Court for extensions to chemical factory, to cost £34,000, for Imperial Chemical Industries Ltd.

Hastings.—It is understood that the surveyors for a scheme to provide a holiday camp are Astley, Cook and Fisher, 1 Old Burlington Street, London, W.1.

Hawes, Yorkshire.—The Wensleydale Dairy Products Ltd. are to build a £30,000 cheese factory at Hawes, and work will begin next spring. The new factory will be capable of handing 5,000 gallons of milk a day.

Isle of Grain, Kent.—The consulting engineers for the huge oil refinery, estimated to cost £30,000,000, proposed at the Isle of Grain by Anglo-Iranian Oil Co. Ltd., are Ewbank and Partners, 15 Grosvenor Place, London, S.W.1.

Kilmarnock.—Town Council has received approval of Dean of Guild Court for plans to erect factories, 134 houses and two community centres at Kilmarnock, to cost a total of £312,000. Scottish Industrial Estates Ltd. will erect a factory at Abbotsford Road, at £128,773; and Genmill and Dunsmore, Townholm Mill, propose new premises at £14,000.

London, Acton.—A building contract has been placed for a factory, for Medical Supply Association Ltd. Weildings Ltd., Gayford Works, Bollo Lane, W.3, have plans to rebuild their factory. Additions are proposed by British Alkaloids Ltd., of Atlas Road, W.

London, Lewisham.—Mr. W. S. Grice, 3 Pond Road, Blackheath Village, S.E.3, is the architect for factory and offices rebuilding at Minerva Road, N.W.10, proposed by G. Moore. A factory at 255 Baring Road, for A. Frampton. Single-storey factory at 27-41 Clyde Vale, for Golding, Hoptron and Co. Ltd.

London, St. Pancras.—Erection of a canteen at 44-44a Fitzroy Road, St. Pancras, for British Thomson-Houston Co. Ltd., Crown House, Aldwych, W.C.2. Plans prepared by firm's own staff.—£2,500.

London, E.—Mr. R. W. Lone, 15 New Square, W.C.2, is the architect for reconstruction works at Marshgate Lane, E.15, proposed by Robinson King and British Challenge Glazing Co. Ltd., at a cost of **£46,000**. Plans approval is recommended for a canteen block for Motor Gear and Engineering Co. Ltd., High Road, Ilford, E. Plans by H. L. Bird Ltd., builders, Tyne Hall, Ley Street, Ilford. Yardley and Co. Ltd., Carpenters Road, E.15, have plans for erection of a factory at High Street, E.15.

London, E.C.1.—Tanqueray Gordon and Co. Ltd., of 132 Goswell Road, E.C.1, propose a new distillery at Gordon Road, E.C.1, at **£215,000**. Well Hall Properties Ltd., of 121 London Wall, E.C.2 have plans for offices at Finsbury Pavement, E.C.1, at **£150,000**. A new club is proposed by City Livery Club, Sion Coll, Victoria Embankment, E.C.4.

London, E.C.3. — Corporation of Trinity House, Ocean House, Great Tower Street, E.C.3, propose rebuilding of Trinity House, Trinity Square, using adjacent site at Savage Gardens, Pepys Street and Cooper's Row, E.C.3. A licence at **£266,000** has already been issued, and tenders will probably be invited from selected contractors. The architects are Richardson and Houfe, 31 Burlington Street, W.1.

London, W.C.1.—A building contract is let for a new hostel at Guildford Street, W.C.1, for Imperial London Hotels Ltd.—**£27,000**

Loughton, Essex.—A factory is proposed on Debden Estate by Hilger and Watts Ltd., 48 Addington Square, London, S.E.5, to plans by J. Francis Smith, 219 Knightsbridge, S.W.7.

Middleton, Lancs. — Conversion of room to canteen at Tonge Valley Mill by Tonge Dyeing Co. Ltd. is approved

Oulton Broad, Suffolk. — Lowestoft, Yarmouth and Beccles Co-operative Societies have plans to erect a new bakery, at a cost of **£70,000**, on a site of 4½ acres between Victoria Road and Lake Lothing, Oulton Broad.

Plymouth.—It is reported that Three Towns Dairy Ltd., 52 Union Street, Plymouth, propose a factory.

Radcliffe, Lancs. — A canteen is planned at Clough Works, Henry Street, for Weinberg Ltd. Re-roofing part of factory for Strebor Die-casting Co. Ltd. Timber drying mills, Dumers Lane, for C.W.S. Cabinet Works.

Reading.—It is learned that Bradley and Bliss Ltd., 6 London Street, Reading, propose a factory.

Rotherham.—Plans submitted: Canteen and cleaning shop, Masboro Street, for Fragrance Ltd. A contract is let for new pithead baths at Grange Roughwood Colliery, for National Coal Board.—**£30,000**.

Salford, Lancs.—A warehouse and canteen are planned at Irwell Mills, Osdsall Lane, Salford 5.

St. Mary Cray, Kent.—The contractors for a new factory at Sevenoaks Road, St. Mary Cray, for Morphy-Richards Ltd., 121 Victoria Street, London, S.W.1, are Building Plant Hire (On Site) Ltd., Cray Avenue, St. Mary Cray. Work will commence in December, and the architect is L. F. Halton, 10 Bishops Avenue, Bromley. The cost is estimated at **£100,000**

Stockport. — Canteen, nurses' home, etc. at Stepping Hill Hospital are proposed by Stockport and Buxton Hospital Management Committee.

Scarborough.—Catlin's Scarborough Entertainments Ltd. propose an ice show building at King Street, to plans by Alderson and Allen, 32 St. Nicholas Street, Scarborough.

Scotland.—British Broadcasting Corporation, London, W.1, have placed a contract with McLean and Co., **73-75** Glasgow Road, Wishaw, for erection of a television station at Kirk o' Shotts site. The price is about **£100,000**.

Swindon.—Corporation proposed to accept a **£4,062** tender for erection of a canteen, rest room and social club for the Electricity and Transport Social Club.

Eye Injuries—*from p. 219*

and intense brightness should not be tolerated. Flickering causes personal distress and also a certain amount of distortion whilst intense, and overpowerful illumination creates strain to the worker, and also over-heavy shadows. Both of these are undesirable. Colour is used extensively today for systematising, but it has great benefits to bestow in other directions. Walls and fitments washed with neutral or pastel tints bring brightness to the workshops and help in reflecting artificial light which in turn can dissipate shadow.

Vision testing should take place at yearly intervals, and then old and new workers can be allotted jobs or sites in the factory, where they are best suited.

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THE MONTH'S ENGAGEMENTS

Association of Training Managers
7 "Training in the Mining Industry." Lambton Wilkinson (*Lecturer Officer, National Coal Board*). Caxton Hall, 6.30 p.m.

British Institute of Management
7 Winter Proceedings.
16-19 56th Oxford Management Conference.

British Institute of Management/Pendley Manor
21-26 Five-day Course for Foremen and Supervisors in Industry. Tring.
Industrial Safety Officers' Section—
3-5 4th Annual Conference. Grand Hotel, Manchester.

Industrial Welfare Society
10-13 Week-end conference for foremen and forewomen. St. George's Hotel, Cliftonville.
24-27 Week-end conference for works managers. Palace Hotel, Buxton.

Institute of Welfare
17 "The Future of the Institute." J. O. E. Steele (Chairman of the Executive Council of the Institute of Welfare). West Central Hotel, 101 Southampton Row, W.C.1.

Institution of Works Managers
Notts and Derby Branch—
3 "Foremanship." F. J. Burns Morton. Midland Hotel, Derby, 7.30 p.m.
Tees-side Branch—
9 "Joint Consultation—a management technique or a democratic experiment?" S. C. Hills. Vane Arms Hotel, Stockton, 7.30 p.m.
Preston Group—
14 "Management Practice in the U.S.A." Edward Packer. Starkie House, 7 p.m.
West Yorkshire Branch—
14 "Industrial Management and Its Human and Social Implications." A. P. Young, O.B.E. George Hotel, Huddersfield, 7.30 p.m.

Y.M.C.A. College for Adults
7-21 Special Course for Young Men and Women from Industry and Commerce. Broadstairs.

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Secretary.

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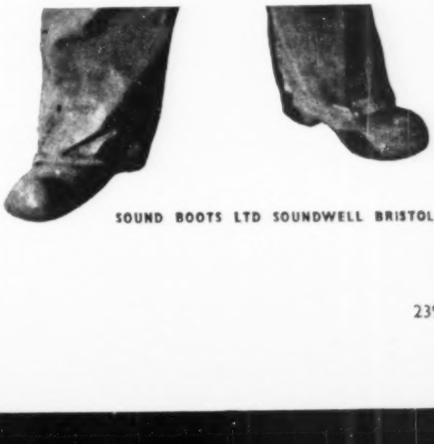

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Printed for the Proprietors, Trade Chronicles Ltd., 180 Fleet Street, E.C.4 (CHA. 8844), by the Sidney Press Limited, London and Bedford.
November, 1950. Advertisement and Editorial Office, 180 Fleet Street, London, E.C.4.